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DOCTOR OF PHILOSOPHY

Working practices, problems and needs of the community development projects in Punjab Province, Pakistan

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Asif Ranjha

2013

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**Working Practices, Problems and Needs of the
Community Development Projects in Punjab Province,
Pakistan**

Asif Naveed Ranjha

**A Thesis submitted in fulfilment of the requirements for the
award of the degree of Doctor of Philosophy in Social Work at
School of Education, Social Work and Community Education
University of Dundee**

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DECLARATION

I hereby declare that the candidate, Asif Naveed Ranjha is the author of the thesis presented herein; that, unless otherwise stated, all references cited have been consulted by the candidate; that the work of which the thesis is a record has been done by the candidate, and that it has not been previously accepted for a higher degree.

Signature:

All conditions stated within the Ordinance and Regulations of the University of Dundee have been strictly adhered to and fulfilled by the candidate, Asif Naveed Ranjha.

Supervisor's Signature:

ABSTRACT

Community development programmes have been initiated to tackle the shared problems of local communities. The nature, volume and tenure of the development programmes depend on the felt needs and available resources. Different nations initiate community development programmes at different times. Pakistan was among first few countries to launch local level development programmes during the early 1950s, after consultation from the United Nations. The Government started the Village Agricultural Industrial Development (V-AID) and Community Development Projects (CDPs) that focused on rural and urban areas, respectively. The CDPs introduced the self-help and bottom-up development approaches in the early years, which led to great success. The mode of working of CDPs was changed with different transitions and expansions in their working styles and services. These projects are still alive and provide community development services directly, as well as indirectly through nongovernmental organisations (NGOs) registered with the Department of Social Welfare.

This survey research was conducted to describe and explore the present working practices, problems and needs of government-run CDPs in Punjab Province, Pakistan. In 36 districts of Punjab, officers-in-charge at the CDPs (Deputy District Officers), NGOs registered with the CDPs and non-CDP-registered NGOs were included as respondents. Questionnaires having both closed-ended and open-ended questions were used as data collection tools. Results in the form of frequencies and percentages are presented in simple tables, multiple response tables, bar charts and pie charts. In addition, open-ended responses were coded, quantified and presented in multiple response tables.

Analysis of data obtained from the three groups of participants provided rich and valuable results about the current work practices of CDPs. I found that CDPs are well-

known government-run development projects that register, guide, assist and monitor NGOs and initiate direct programmes in communities. Almost all CDPs cover more than 35,000 people in their working areas with and face problems of untrained staff and staff shortages as mainly reported by NGOs. The respondent NGOs, in comparison to the DDOs, report the CDP staff performance as low and unsatisfactory. The role of CDPs in the NGO registration and emergency services is acknowledged. NGOs viewed the CDPs registration services overly long and complicated. Further, the mode of operation of the CDPs and their authority to deal with the local people and NGOs was found to be complex. In this regard, CDPs have limited authority and have to follow instructions given by higher authorities. The respondent NGOs consider the CDPs and higher authorities to be more authoritative in deciding planning and implementation of projects initiated by the CDPs directly at the local level.

The CDPs face various problems that affect their smooth working. The responses of all three types of respondents report heavy population coverage, staff shortages, lack of staff training, lack of funds, and a lengthy and complicated NGO registration process as major hurdles affecting CDPs performances. Other problems include the limited authority of CDPs to fund NGOs and to take action against nonfunctional and unregistered NGOs, lack of transportation for field activities and noncooperation of the NGOs and local people. In addition, the CDPs need proper office buildings, equipment and cooperation from higher authorities, NGOs and local people. Following analysis of the responses provided, this study recommends that the higher authorities should equip the CDPs with more and better trained staff, more funding, better office buildings and equipment, more transportation, an improved and easy NGO registration process and more authority. The respondents also suggest the local NGOs and community should remain in contact and cooperate with the CDPs, and that the DDOs should assist the local communities and NGOs in problem-solving.

ABBREVIATIONS

AAP	Australian Assistance Plan
ACR	Annual Confidential Report
ADB	Asian Development Bank
CARE	Cooperation Assistance for Relief Everywhere
CBO	Community-based Organisation
CCB	Citizen Community Boards
CD	Community Development
CDBG	Community Development Block Grants
CDP	Community Development Project
CEBSD	Combined European Bureau for Social Development
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
CWACNEE	Community Work Association Consortium for North-East of England
DDO	Deputy District Officer
DO	District Officer
ECDE	European Community Development Exchange
ICA	International Cooperation Administration
ILO	International Labour Organisation
NGO	Nongovernment organisation
NWFP	North Western Frontier Province
RCD	Rural Community Development
SCCD	Standing Conference for Community Development
SWO	Social Welfare Officer
UCDP	Urban Community Development Project
UNDESA	United Nations Department of Economic and Social affairs
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
UNTAA	United Nations Technical Assistance administration
UREC	University Research Ethical Committee

USAID	United States Agency for International Development
V-AID	Village Agricultural Industrial Development
WHO	World Health Organisation
YVFF	Young Volunteer Force Foundation

INTRODUCTION

Community development (CD) is a planned process for the progress of all facets of community well-being, including economic, social, environmental and cultural. In this process, people within communities take joint actions to produce solutions to the common problems existing in the community (Frank & Smith, 1999). Community development is as old as any community on the earth (Phillips & Rittman, 2009). Since human beings started to live collectively in groups or communities, they have had similar needs and problems. The efforts made towards solving these problems lead to community development.

The key aim of community development is to provide a better quality of life, and community developments can range from small schemes affecting a small group to big programmes that engage the entire community (Frank & Smith, 1999). Different forms of CD have been adopted by various countries, depending on the existing situations and needs. Although the exact time of the start of community development practice has not been agreed, the majority of researchers and practitioners trace its origin to the 1940s and 1950s, when it was launched in colonies. Batten (1967) traces community development as development work carried out in developing countries and colonies. The results of the community development approach were especially fruitful in rural areas of Asian and African countries (Batten, 1974). This approach was mainly used to keep these nations and communities under colonial control (Poppo & Quinney, 2002).

1.1 Community Development in Pakistan

Pakistan was one of the few nations that adopted the community development approach as a suitable solution to the increased socioeconomic problems in the early 1950s (Khalid, 2006). The newly formed country faced a lot of socioeconomic problems,

including refugee settlement, education, health, poverty and urbanization, during late 1940s and early 1950s (Rehmatullah, 2002). The government alone was not capable of focusing on all of these areas, as the newly created country also had many administrative problems. The voluntary welfare organisations existing during that time played a vital role in dealing with the multifarious problems. However, there was a need to initiate comprehensive measures at government level. Community development programmes were started when the government of Pakistan requested assistance (in 1951) in providing solutions to its socioeconomic problems from the United Nations (UN). After a visit from UN consultants, the government made an agreement with UN to start a training programme and community development programmes (United Nations, 1952). Experimental development programmes were initiated in both rural and urban areas. The Village-AID (Village Agricultural Industrial Development) programme was started in 1952 with assistance of the USA and continued until 1958. The Urban Community Development Project was introduced in 1954 in Lyari, Karachi, as a pilot project and was followed by other projects in Lahore and Dacca in 1956 (Khalid, 2006).

Different community development mechanisms were used in the country, along with different approaches and styles. On one hand, the role of voluntary welfare organisations increased over time, while the local government systems also undertook development projects at the grassroots level. Local government systems were introduced in 1959 (Basic Democracies) by General Ayub Khan, in 1979 by Zia-ul-Haq and in 2000 by General Musharraf. Interestingly, all three local government systems were promulgated by military dictators during their regimes (Paracha, 2003). According to the report by the National Reconstruction Bureau (2006), the local government systems of 1959 and 1979 were controlled by bureaucrats and military powers. The Local Government System, 2000 focused on local community development through the

involvement of people at the grassroots level. In this system, the citizen community boards (CCBs) enabled local communities to launch development projects in partnership with local government (Rafiq, 2003).

1.2 Community Development Projects

Community development projects (CDPs) were actually government run offices with government-appointed staff. The aim of these projects was to initiate social and economic facilities and services needed for the welfare of poorer sections of the local community through the joint efforts of trained government staff and community members (Rahman, 1981). According to Rehmatullah (2002), the pilot CDPs educated, mobilized and trained the local communities both directly and indirectly through citizen advisory councils and committees for self-help, local leadership and problem-solving. The CDP staff focused on and encouraged self-help projects to fulfil the needs of the local communities (Khalid, 2006). However, many other services were added to the CDP aims, i.e., providing education, health, sanitation, sewerage, housing and playgrounds. Every CDP was staffed with two social welfare officers (SWOs; one male and one female) and four or five subordinates. The provincial directorates of social welfare conducted post-recruitment training for the staff, especially for officers (SWOs or DDOs). Later, many changes were made to the administrative structure and functioning of the CDPs, which are discussed in the literature review.

The success of the pilot CDPs motivated the government to initiate more projects in both West and East Pakistan. According to five year plans (1955, 1960, 1965, 1970 and 1978), many new CDPs were initiated at different localities. Although the Seventh and Eighth Five-Year Plans also recommended new projects, no new projects have been established in the Punjab Province after the Fifth Five-Year Plan (1978–83).

The CDPs were given more responsibilities in the community development process after the success of pilot projects. The task of nongovernment organisation (NGO) registration was given to the CDPs from the Department of Social Welfare after promulgation of the Voluntary Social Welfare Agencies Registration and Control Ordinance, 1961. After this, people seeking NGO registration from the Department of Social Welfare were advised to contact the CDPs. The higher authorities issued NGO registration certificates after verification and approval by the CDPs. Over time, almost all matters pertaining to welfare organisations registered with the Department of Social Welfare were placed under the jurisdiction of the CDPs, including NGO registration, guidance, assistance and assessment. Besides the Department of Social Welfare, some other government departments can also register NGOs. These registration laws include The Societies Act, 1860; The Trust Act, 1882; The Cooperative Societies Act, 1925; and The Companies Ordinance, 1984 (Asian Development Bank, 2009).

In Sindh Province, an evaluation of CDPs was conducted in 1970 (Rehmatullah, 2002). The report identified untrained staff, especially the SWOs, and a lack of proper funding to manage CDPs and their projects at the grassroots level (Khalid, 2006). The committee recommendations included staff training, no further expansion in the number of the CDPs, transfer of SWOs having five-year placements at the CDPs and up gradation of the officers' pay scales. They also proposed handing over the councils' development programmes to the local people. However, after resentment from both the SWOs and local communities, the Sindh Government launched an in-house evaluation by the Department of Social Welfare. The in-house assessment determined the 35,000 population coverage of a CDP to be very limited (Rehmatullah, 2002). The CDPs initiatives were dependant on the community councils and community participation was also dependant on the councils, in which few people were decision makers. The performance of the CDPs also suffered due to frequent transfers of the officers and a

lack of cooperation between the community councils and local government departments. The in-house evaluation suggested expansion in the geographical coverage of the CDPs and the officers' roles, to promote active participation of the community councils and local government, to mobilize local resources and to coordinate with welfare organisations. This evaluation set many guidelines for the CDPs in Sindh Province. Even after 1970, community development took different forms depending on government, economic and voluntary welfare changes. After that date, no comprehensive research has been conducted by the Department of Social Welfare or by any private organisation in Pakistan, particularly in Punjab Province.

The community development projects are now a permanent part of the Social Welfare Department and work under and in coordination with both the provincial and district local governments of Pakistan. According to Khalid (2006), the main objectives of community development projects are:

- to implement the provisions of the Voluntary Social Welfare Agencies (Registration & Control Ordinance 1961);
- to foster the growth of voluntary social welfare agencies and provide technical guidance to voluntary agencies in the planning and implementation of their schemes, budget, administration, proper maintenance of records and other matters;
- to maintain liaisons between various government departments, semi-government departments and voluntary organisations;
- to be responsible for model government projects; and
- to undertake relief work in case of emergencies.

At present, there are almost 214 CDPs in Pakistan, functioning under the provincial social welfare departments (Khalid, 2006). In 36 districts of Punjab Province, 133

Community Development Projects (116 CDPs and UCDPs and 17 Rural Community Development Projects) render development services (Directorate General Social Welfare Punjab, 1985). Although CDPs and RCDs have some similarities, there have many variations and different approaches in their working practices. In 2007, the number of registered NGOs working for community development under the CDPs in Punjab Province was 5216 (Punjab Social Services Board, 2007); they have now reached approximately 5960.

The CDPs are the oldest and most widespread community development network working under the Provincial Directorate of Social Welfare in Punjab Province. There is no comprehensive research on the performance and needs of these projects in Pakistan after 1970, specifically in Punjab Province. It is, therefore, essential to study the present working practices, problems and needs of these community development projects. Studying these projects will provide data for the reorganisation and reorientation of community development programmes according to the changing nature of socioeconomic needs and problems at grassroots level, and will also reveal the history of community development projects.

1.3 Study Objectives

This research study has the following specific objectives under the main research question.

1. To study the present administrative mechanism, staff availability, staff training, working practices and coverage of community development projects.
2. To explore the NGO registration process through CDPs and the relationships between NGOs and CDPs.
3. To study the CDPs mode of operation, needs and problems of CDPs regarding effective working practices.

4. To find out suggestions and identify future strategies for strengthening and improving the performance of CDPs.

1.4 Study Justification and Contribution

The study will add to community development theory and practice in Pakistan. Specifically, this study will contribute in several ways. First, the results will be beneficial for updating the role of CDPs. Second, it will provide information to policy makers and the Social Welfare Department to enable reorganisation and reorientation of the community development programme according to the present socioeconomic scenario. Third, the study will also explore the perspectives of the NGOs in terms of working practices, problems and the needs of the CDPs. Fourth, it will provide guidelines for local and international organisations working in the community development field. Lastly, it will set new guidelines for future research into community development in Pakistan.

This research study is descriptive and explorative in nature involving quantitative research approach. Three types of questionnaires were used for data collection: one for government officers heading the community development project; another for representatives of NGOs registered with community development projects; and a third for representatives of NGOs which are not registered with CDPs but are registered with other government departments. All three data collection tools contained mostly closed-ended questions and few open-ended questions. Questionnaires were pre-tested before formal data collection to determine its suitability to the research study. The English versions of the questionnaires were translated into Urdu before data collection.

All officers appointed to CDPs were selected as respondents. NGOs (registered with CDPs) were selected by using proportionate systematic random sampling from all 116

CDPs in Punjab Province (10% of all NGOs). Group three NGOs (not registered with the CDPs) were selected using a snowball sampling procedure.

1.5 Geographical and Demographical Coverage

This research study was conducted in Punjab Province which is the largest populated province in Pakistan, with 73,621,290 people, according to the 1998 census (Population Census Organization, undated). Punjab is the second largest province in Pakistan, with regard to geographical coverage. The province has been divided into eight administrative divisions, which are subdivided into 36 districts (Figure 1.1).

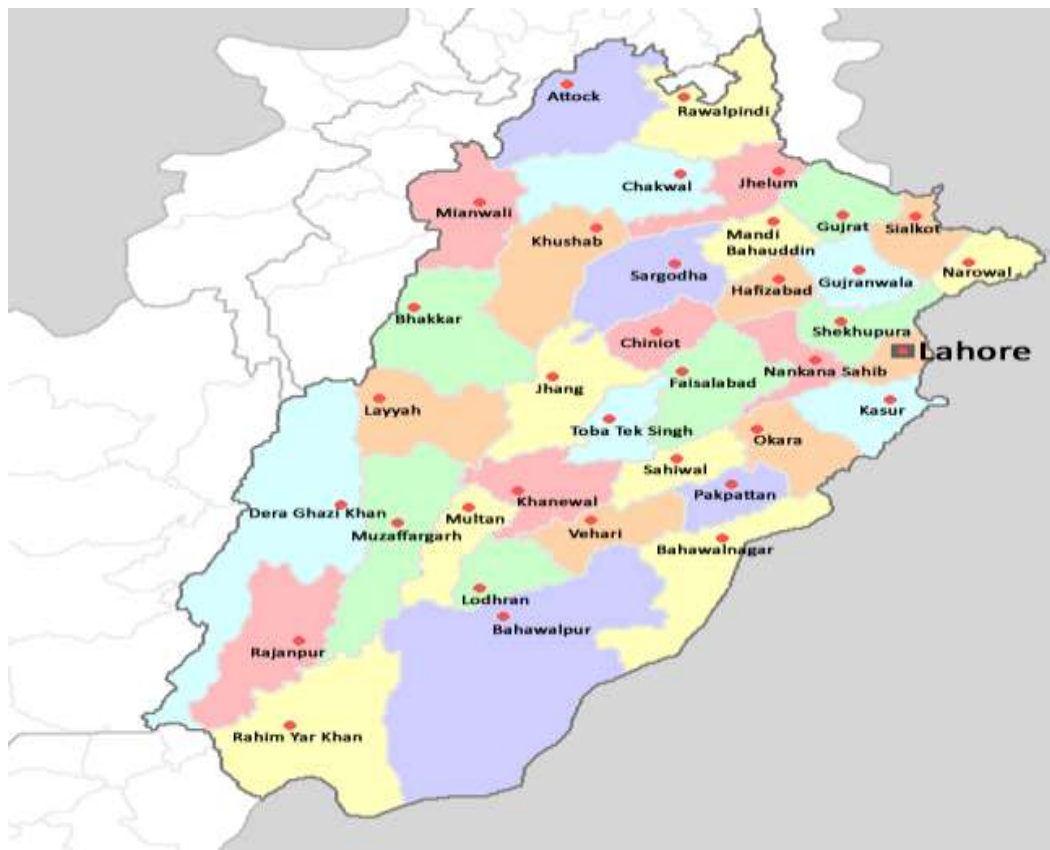


Figure 1.1: Map of Punjab Province, Pakistan.

1.6 Thesis Structure

Chapter One is the introduction, which includes a statement of the problem and the topic. The chapter provides a description of the research questions, study objectives,

study justification and scope. A brief description of the research approach, design, sampling procedures for the study and data collection tools is also given.

Chapter Two is a review of the literature, which presents the concept of community, community development, theories and approaches to community development and a history of community development throughout the world. This chapter also discusses the origin of community development, the evolution of CDPs and present forms of community development in Pakistan.

Chapter Three explains the research methodology of the study. An explanation of the mixed research method approach and its suitability for this study, design and survey research method is presented. This chapter also describes the data collection tools, the sampling, data collection process and data analysis methods used and ethical considerations.

Chapter Four discusses the results of the DDOs' perceptions on the current practices, services and problems of the CDPs. The results have been presented in different sections for easy understanding i.e., respondents' information, CDP office information, CDPs staff, CDPs services for NGOs registration, dealing with NGOs, Direct intervention at local level, problems to render services and respondents' suggestions to improve the CDPs performance.

Chapters Five and Six describe the results pertaining to NGOs registered with CDPs and those registered with other government departments. These results are divided into sections according to the pattern outlined in Chapter Four.

Chapter Seven discusses the results presented in all three results chapters. The perceptions of all three respondents about practices and problems of the CDPs are compared. First, the gender imbalance of the respondents, the heavy population

coverage and staff shortages of CDPs are discussed. This includes arguments about untrained CDP staff and training needs which indirectly and negatively affect staff performance. Furthermore, the data about the NGO registration services and the CDP facilities for registering organisations are discussed. In addition, lengthy and complicated NGO registration process as a barrier to the effective services of CDPs has been examined. This chapter debates the CDPs' confused mode of operation towards NGOs and local communities. The limited role and authority of CDPs to deal with unregistered and nonfunctional NGOs and to launch programmes directly at the local level is discussed. Significantly, the working of CDPs is analysed and discussed in relation to the proposed CD model in this study. The funding, staff and office equipment shortages; untrained staff; NGO registration issues and their lack of cooperation in this process; obstacles to direct intervention; and the level of awareness about CDPs services reported by all three groups of respondents are discussed. Lastly, this chapter views respondents' suggestions for steps to be taken by the provincial Social Welfare Ministry, NGOs, local people and DDOs for enhancing the performance of CDPs.

Chapter Eight presents the major conclusions and future recommendations developed on the basis of the results, discussions and arguments in previous chapters.

The **Last chapter** contains the references used in the study design.

LITERATURE REVIEW

2.1 Introduction

This chapter comprises three main parts. The first part looks at the concept of community development, including definitions of the terms ‘community’ and ‘community development’, as well as its dimensions, characteristics, principles and objectives. It also describes different theoretical perspectives, models and approaches of community development to enable a better understanding of the practice. The second part presents a brief historical background of community development in different regions of the world. Published literature on international community development is also analysed and discussed to provide an idea of its changing nature over time. An analysis of CD history and international community development is provided to place Pakistan community development programmes in a worldwide context. The third part of the chapter presents the history and different emerging forms of community development in Pakistan. The major focus of this part is to analyse and discuss the emergence, growth and working practices of community development projects. A critical analysis and discussion of existing theories, approaches, models and Pakistan community development programmes lead to develop suitable CD model that is applicable to the varying situations in different communities.

2.2 Data Sources

Various sources and methods were adopted to collect and manage relevant literature for the study. These sources include both established and recently written work in the form of books, published and unpublished research articles, unpublished research theses and Internet websites. The books and research journals available in Dundee University Library and online sources provided by the university were accessed. This material was useful for shaping the concept and theoretical considerations of community

development. The online availability of Oxford Journals, especially the ‘Community Development Journal’, through Dundee University, provided source material on the concept and the historical emergence of community development in different regions of the world. In addition, the researcher collected relevant literature from the library of Gothenburg University, Sweden during his study trip in 2011 and from the library of the University of Strathclyde, Glasgow.

Official documents, reports and presentations were used to provide the historical background and present a picture of community development in Pakistan. Although little or no research work has been done on community development in Pakistan, a few useful books, government documents and unpublished material were available in the literature. In addition, I visited libraries in the University of the Punjab, Lahore; the Planning Commission Pakistan; the National Council of Social Welfare, Islamabad; the Social Welfare Training Institute, Lahore; and the Directorate of Social Welfare, Lahore, to collect material on this topic.

Some old data sources were used to obtain some definitions, theoretical concepts and the historical emergence of community development worldwide, and especially in Pakistan. As far as community development in Pakistan is concerned, few books were available and consulted for developing and discussing the literature in this chapter. These books include, Social Welfare in Pakistan written by Sheerin Rehmatullah (2002), Social Work Theory and Practice by Muhammad Khaild (2006) and Community Development: Concept and Practice in Pakistan by Zari Rafiq (2003).

2.3 Concept of Community Development

The terms ‘community organisation’, ‘community work’ and ‘community development’ have been and are currently used as synonyms in the United States, United Kingdom and Australia and in developing countries respectively (Leung, 1990). Batten (1967)

claims that the term ‘community development’ is a product of the welfare and development work undertaken in colonies and developing countries. Writers seem divided on the question of the age of the concept of ‘community development’. Rafiq (2003) considers it to be a young subject, while Phillips and Rittman (2009) consider its practice to be as old as the existence of communities. A number of current community development projects prove that the term is now widely recognized, although it has been accepted worldwide for many years, according to Dunham (1970). There is a need to look at the concepts of ‘community’ and ‘development’ before going into the definitions of community development, its theories and history.

2.3.1 Community

The starting point for the concept of ‘community development’ is to define ‘community’. Kularatne (2006) states that word ‘community’ is derived from a Latin word ‘communis’, which means ‘shared by many or all’. The term ‘community’ is linked to both people and place (Warburton, 1998). Phillips and Rittman (2009), referring to Mattessich and Monsey (2004), define community as,

People who live within a geographically defined area and who have social and psychological ties with each other and with the place they live. (p. 5)

Sometimes the term is used for selective networks without any consideration of geographical area, such as an ethnic community, a religious community or a community of young people (Department of Communities and Local Government, 2006). Popple (1995) also argues that people have different ideas of community, based on their thoughts or feelings rather than in a geographical and material sense. He identifies three categories of operational definitions of ‘community’: the first in the sense of territory or locality; the second in terms of communality of interest or group interest; and the third

in terms of common conditions or problems. Communities can also be part of a larger community. For example, Scotland, Wales, Ireland and England are communities that fulfil the requirements of the aforementioned definition, but are also part of the UK community. As far as community development is concerned, most scholars and practitioners define a community as a large number of people living within a geographical boundary and having similar socioeconomic conditions, culture, affections and problems. However, there is an endless debate on the definition, as the term takes different meanings, depending on the situation.

Defining the meanings of the term ‘development’ will provide a better understanding of the terms ‘community’ and ‘community development’. Sanders (1958) recognizes economic development and community organisations as parental forces of community development. The ‘development’ part of the term ‘community development’ gives a sense of increase, production and spreading. Kularatne (2006) believes that ‘development’ is a wider concept that includes socioeconomic, political and cultural betterment. Midgley (1995) has many other perspectives on ‘development’, such as industrialization, urbanization, modernization, social welfare and economic change. He further argues that development brings changes towards social and economic goals. Sen (1999) discusses ‘freedom’ as an important component of development. He understands development as *‘a process of expanding the real freedom that people enjoy’* (p. 3). He considers that in addition to GNP growth of an individual, freedom relies on social and economic benefits, political and civil rights, industrialization, technological and social advancement and other determinant as well. Social and economic freedoms include education and health welfare while political and civil rights means right of speech, participation and security. Undoubtedly, development is taken as a positive forward process or phenomenon which provides solutions to problems and improvements to human lives when it is linked with community.

2.3.2 Community Development Convolution

Most scholars and experts correctly talk about the complexity and contentious nature of the term ‘community development’, as it does not refer only to one community. This concept is accepted and applied in different ways, depending on the situation, in communities worldwide. Various theories and models applied to same or different communities illustrate the complex and flexible nature of community development. There are many different views about community development, and no doubt discussions will continue on this subject. Many years ago, Hendriks (1972) was convinced that describing community development was interesting but not straightforward. Turner (2009) also views defining ‘community development’ as a challenge. Popple (2007) also finds CD to be a controversial term lacking universal meaning although he admits effectiveness of its practice in both industrialized and industrializing economies.

Gray and Mubangizi (2010) find the concept very difficult to define, as it is used by academics, policy makers and practitioners in different ways to suit their purposes. According to Brocklesby and Fisher (2003), the passage of time changes the meaning of ‘community development’ and it adopts different forms in different regions.

Most scholars, for example Phillips and Pittman, Dunham, Popple, Gray and Muangizi, Hendricks, Brocklesby and Fisher and Turner, consider that the term ‘community development’ is complex and contentious because it refers to not only one community. Leung (1978) understands ‘community development’ to be an umbrella term for different activities within a community that can have different meanings, causes and justifications.

2.3.3 Consensus on Community Development Term

Besides being different understandings and definitions of the term ‘community development’, many academicians, researchers and scholars take different words to have similar meanings. Goetschius (2000) claims that literature on community development is mainly derived from developing countries and the UN, plus a small amount from the United Kingdom, Canada and United States.

Frank and Smith (1999) find it as a process of combined actions taken by community members to produce solutions to common problems existing in society. They also suggest that the range of community development activities can include small schemes within a small group and big programmes that engage the entire community. Gilchrist (2003), agreeing with Frank and Smith, adds that community development both develops and enhances the capacities of local people.

Chile and Simpson (2004) and Gray and Mubangizi (2010) recognize community development as the collaborative efforts of community members to promote their combined well-being and improve their lives. Community development fundamentally depends on the participation of community people and its philosophy contains the concepts of self-help and self-direction (Armstrong, 1971).

As discussed above, the broad, general understanding of community development is defined similarly using different words. The participation of local people and their collective actions are the keys to overcoming problems and their well-being. A further review of the literature and discussions later in this chapter on the dimensions, characteristics, principles and objectives of community development will move towards reaching consensus on this term and thus make the concept easier to understand.

2.3.4 Dimensions of Community Development

The brief introduction to community and community development given earlier in this chapter is not sufficient to provide an understanding of the wide range of meanings covered by the term, CD. Literature on the different aspects of community development has helped to uncover the various meanings of the term and develop its working definition and model. A number of community development definitions have been made by researchers, scholars, practitioners and organisations. It was not possible to review all of these definitions, owing to time constraints and limited access to the literature. The analysis shows that most definitions are based on community development practices. Alternatively, there are indications that some nations initiated community development programmes following the adoption of favourable definitions. Based on the definitions that were accessed and analysed, four key dimensions of community development were identified: *government initiatives*; *initiatives by local people*; *the joint role of the community and the government*; and *initiatives by civil society organisations*.

The practice of any of these dimensions (or activities) of community development depends on the situations of the individual community, including socioeconomic, political and cultural factors. Therefore, one dimension may be appropriate for one community in one situation but not for another situation or community.

2.3.4.1 Government Initiatives

The community development process is done under the influence of government authorities when the government assesses the needs of the community and plans and makes decisions to fulfil these needs. Goetschius (2000) defined community development as:

Community development is the most appropriate method of implementing the decision of centre in local districts. (p. 168)

He defines community development as a method of local administration. The top-down community development approach (discussed later in this chapter) also emphasizes the role of outside influence and the control of institutions in directing priorities, resources and policies in the community.

Kelly and Caputo (2006) define community development briefly as:

Broad-based change for the benefit of all community members (p. 235)

Broad-scale development needs more resources and power, which can be provided by government institutions or departments. They also suggest that it can be achieved by the provision of more resources, in the form of finances and materials, to the community. Two main possible scenarios promote government community development initiatives. The first is that government institutions or bureaucracies have to initiate community development in poor economies where people in the community are unaware of their needs and how to solve their problems. Another is that governments in developed nations with rich resources are able to launch development projects.

2.3.4.2 Initiatives by Local People

In many cases, local people in communities at the grassroots level take initiatives to promote their well-being and improve their quality of life on a self-help basis. Goetschius (2000) also admits that community development is a process of common action by community members to achieve self-designed goals. He provides a definition that indicates a 'bottom-up' approach:

Community development is the conscious use of the community process by the participants themselves (who may need expert or technical help) in order, through common action to achieve self-chosen goals. (p. 169)

Biddle (1966) also seems to favour the idea of community development generated by community members, defining it as:

Community development is a social process by which human beings can become more competent to live with and gain some control over local aspects of a frustrating and changing world. (p. 12)

He probably considers community development as a means of empowering community members to face a changing world. It may be a difficult challenge for people in communities to assess their needs and problems and then to work towards solving these problems on a self-help basis. This type of community development empowers community members as well as creating a feeling of unity. The initiating role of local people has also been admitted in the definition given by Fendall (1984) and (Rifkin, 1985, p. 15):

A movement designed to promote better living conditions of the whole community with active participation, and if possible, on the initiative of the community. (p. 300)

Lotz (2010, p. 23) also gives this definition in his book in which he refers to the Ashbridge Conference on Social Development in 1954.

2.3.4.3 Joint Role of the Community and the Government

Sometimes, development projects or programmes are introduced by the government with the active participation of community people at grassroots level and, at other times, the community initiates development programmes with governmental support.

According to Hayes (1981, p. 221), Dickie (1968, p. 175) and Dunham (1972, p. 13), the UN has defined community development as:

The processes by which the efforts of the people themselves are united with those of governmental authorities to improve the economic, social and cultural conditions of communities, to integrate these communities into the life of the nation and to enable them to contribute fully to national progress.

Braden and Mayo (1999), referring to the definition made by the UN in 1955, favour government or community initiated developments that involve the active participation of local people. The UN definition is:

Community development as a process designed to create conditions of economic and social progress for the whole community with its active participation. (p. 192)

Prosser (1970), referring to a conference by the South Pacific Commission in Suva, in which 14 definitions were listed, describes community development as:

A program through which communities can formulate their pressing needs and devise their working solutions to meet these needs aided by government only to the extent that local and human resources were inadequate for a community solution. (p. 11)

He seems to believe that communities can meet their needs by their own efforts, aided by the government. Nikkhah and Redzuan (2009) mention the government and community joint programmes as a partnership community development approach.

2.3.4.4 Initiatives by Civil Society Organisations

Over time, civil society organisations or NGOs have come to not only play vital roles in the assessment of socioeconomic needs and the problems that prevail at the grassroots level but have also initiated projects to deal with these needs and problems. These

organisations seem deeply rooted, as most are based in local communities. Some definitions of community development indicate the role of civil society organisations to empower people in communities at a grassroots level or to assist the government in promoting development.

The Standing Conference for Community Development (2001) points out the role of organisations:

Community development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

(p. 5)

Komolafe (2009) gives the aforementioned definition with some modifications:

Community development is an occupation, both paid and unpaid which aims to build active and influential communities based on justice, equality and mutual respect. (p.

36)

Here, community development is seen as a profession and a job that bring about changes in justice, equality and respect. As far as paid and unpaid activities are concerned, government departments or civil society organisations are supposed to pay their employees to work in a community. In this sense, community development becomes an occupation. The definition stated above focuses on empowerment and the participation of communities initiated by civil society organisations which is based on social justice and mutual respect.

Some definitions do not clearly mention the influential role of government or civil society organisations in the process of assisting communities. Spittles (2008, p. 7), Mayo (1994, p. 67) and Pierson (2002, p. 38) define,

The process of assisting ordinary people to improve their own communities by undertaking collective action.

This definition develops the sense that assistance to local people in communities can be provided by both government and civil society organisations.

Haines and Green (2001) define community development from an economic development perspective:

Community development is a planned effort to produce assets that increase the capacity of residents to improve their quality of life. These assets may include several forms of community capital: physical, human, social, financial and environmental. (p. vii)

This definition discusses the planned efforts for producing assets within communities with the objective of empowering community members. The government or a welfare organisation has the resources and strengths to make planned efforts, especially regarding physical and financial asset production in developing or underdeveloped communities.

The word ‘assets’, as used by Phillips and Rittman (2009), indicates many types of community capital or resources such as human resources, financial resources, physical infrastructure, environmental resources and good social structure within the community.

Ife and Fiske (2006) also outlined and discussed four different dimensions of community development practice (shown in Table 2.1). Here, ‘local grassroots’ is shown as internal and bottom-up, while ‘traditional development’ is expressed as an external, top-down approach. The dimensions discussed earlier in this chapter can be seen in Table 2.1 presented by Ife and Fiske. This consistency indicates the major

driving forces for community development practice, i.e., local people in communities, NGOs, government and community elites. In this chapter later on, review of literature about community development models and approaches explain the roles of different stakeholders.

Table 2.1: Dimensions of community development

	External Colonial	Internal Indigenous
From above	Traditional development models	Community elites
From below	NGOs	Local grassroots

Source: Ife and Fiske (2006, p. 306)

The definitions presented above emphasize the assistance, empowerment, capacity building and development of grassroots level communities. Analysis of these definitions not only encourages to discuss the dimensions of the term but also allows to produce a general definition of community development:

A process of socioeconomic uplift of the whole community and people in the community initiated by a government authority or organisation or the community itself on the basis of its felt needs with maximum participation of the local people.

Key points of this definition are that community development:

- is a process comprising several steps or stages.
- aims to strengthen and promote the socioeconomic position of the community (the term ‘socioeconomic’ includes social status, economic status, physical infrastructure and environmental conditions);
- is a process for empowering the community as a whole and for community members;
- is a process initiated by a government, community and/or organisation;

- is based on felt needs;
- involves the maximum participation of all stakeholders, especially community members.

2.3.5 Elements, Characteristics, Principles and Objectives of Community

Development

The complex definition of community development, in terms of its similar and different meanings, has been discussed at the start of this chapter; some experts have used some of the terms and concepts as elements and characteristics of CD, while others have taken those as principles and values. Community participation and self-help are key terms used in community development practice. These are understood as characteristics, as well as principles, of CD.

Anthony John Lloyd describes the elements of community development as planning for the needs of the local community; promoting self-help as a basis for action; providing technical assistance when required; and integrating specialist services (Dunham, 1972). In addition, Cook (1994) describes the following characteristics of community development:

- Centre of attention is a unit known as the ‘community’.
- It involves a careful attempt to bring irreversible structural change.
- It involves employment of salaried professionals/workers.
- There is an emphasis on public participation.
- There is community participation with the purpose of self-help.
- There is a maximum dependency on democratic participation, thus making it a community decision-making approach.
- It involves the application of a holistic approach

All community development projects or programmes serve grassroots communities with certain aims and objectives. A long list of thematic areas could be discussed as objectives of development projects and programmes. Scholars and community development practitioners find that community development projects consider the following objectives.

2.3.5.1 Social Change

A major objective of community development is to bring about social change (Abbott, 1995; Dunham, 1970). Popple and Redmond (2000), discussing it in Freirian terms, also commented that community development has the potential to be an originator of progressive social change and a liberating force. Popple (2007), with reference to the definition given by the Community Work Association Consortium for North East England (CWACNEE), clarifies the purpose of community development as bringing social change and social justice.

Major objectives of community development include inducing social change for the balanced human welfare and material improvement; strengthening institutional structures to bring social change and growth; promoting maximum participation in the development process; and allowing deprived groups to express and participate in development actions for the promotion of social justice (Dunham, 1972).

Social change is very important for improving the social structure of communities. It involves many changes such as changes in the social set-up, health services, education services, the environment and the physical infrastructure. Social change is also associated with economic and political changes. Every community development programme at any level will definitely cause social change.

2.3.5.2 Welfare and Adjustment

Hendriks (1972), answering the question, ‘why community development?’, says that the purpose of community development is to promote social and cultural welfare and increase the amount of local participation in planning.

In the Netherlands, community development was used as an instrument to combat the disturbing effects of industrialization and modernization during the 1945–1960 period, and during the 1950s it aimed at providing social support and improving many so-called development areas (Vos, 2005).

At present, many community development programmes run by governments and civil society organisations focus on the welfare of people in communities at the grassroots level. The term ‘welfare’ may include child welfare, the welfare of women, young people and patients, as well as old age welfare. Social support can also be included in welfare, as stated by Vos (2005).

2.3.5.3 Improving the Quality of Life

Vos suggests that the tasks and objectives of community development at the beginning of 1960s were to involve community members in activities designed to improve their quality of life. During the second half of the 1960s and the early 1970s, it focused on the coordination, promotion of self-activation and participation.

Referring to Nigerian case studies, Abbott (1995) described the success of community development approaches which aim at improving the quality of life and meeting specific, clear goals.

The ‘quality of life’ concept is considered to be very important in the field of international development. Generally, poverty is considered to be a low quality of life. The improvement or promotion of quality of life includes promoting the economy,

building the environment, promoting physical and mental health, improving education provision and promoting recreation and social well-being. Community development aims to enhance the standard of life by providing services to address the felt needs.

2.3.5.4 Capacity Building

The real meaning and aim of community development is not to focus on the development of individuals but rather to increase the capacities of communities and groups for promoting development. Hayes (1981) considers that the community development process aims to develop the capacities of local people to control their lives, provide equity and predict upcoming problems.

Capacity building is a natural outcome of the community development process, as all community members are given equal chances to participate in identifying problems and in planning and decision-making. Thus, they automatically learn about and promote development.

Armstrong (1971) argues that the aim of community development is to reduce isolation through encouraging a high level of involvement of individuals and groups in the decision-making process.

2.3.5.5 Provision of Services

Community development objectives are multidimensional and depend on the nature of the project and the needs of the community. Hendriks (1972) says that the method or approach of community development should be appropriate to specific objectives, for example providing services for education, agriculture, soil conservation, erosion control, credit and cooperative, youth care and many other social services, and should be adapted according to the specific situation and the motivation of the people involved.

2.3.5.6 National and Regional Development

Dunham (1972) suggested that future community development should focus on national programmes of economic and social development, land reform, administrative reform and population control, and also should be linked to regional development. He was correct, as community development was growing into a large scale approach which would cover national level development projects. Even, some international organisations design community development projects at regional level in more than one country such as projects of ILO (International Labour Organisation) and UNICEF (United Nations International Children's Emergency Fund).

2.3.5.7 Stability and Solidarity

Hayes (1981) refers to Lawrence Moore, who suggested that community development programmes are a way of producing stability and social solidarity. In using the word 'stability', he means consistency and permanence.

Theoretically, community development aims to bring solidarity, equality, grassroots democracy and participation (Oakley, 1998).

Community development with the maximum participation of community members at the grassroots level will bring social unity and harmony, based on equal democratic values. Similar community development aims are explored by Lee (2003), who states that at the beginning of the 21st century, the perspective of community development is generally supportive, aiming at regeneration, integration and participation, but facing challenges.

The Standing Conference for Community Development (2001) states that social justice, participation, equality, learning and cooperation are values of community development.

The promotion of better living conditions and active participation in community schemes and initiatives were described as the basic principles of community development by Silavwe (1984). In the report, “The Community Development Challenge”, by the Department of Communities and Local Government (2006), the following values and practice principles of community development were presented:

- Social justice
- Self-determination environment
- Working and learning together
- Sustainable communities
- Participation
- Reflective practice

In the same report, five aspects of community development are described:

CD is a set of values embodied in an occupation using certain skills and techniques to achieve particular outcomes or provide an approach used in other services or occupation. (p. 13)

Gilchrist (2003) identifies anti-oppressive practice, environmental protection, networking, access and choice, working for community perspectives, prioritizing the issues of people experiencing poverty and social exclusion, promoting long term change, tackling inequalities and supporting collective action as major principles in the process of community development.

2.4 Theoretical Perspectives on Community Development

A theoretical framework plays a vital role for determining best practice in every field. Analysis and discussion on the theories of community development in this chapter provide a clear introduction to this field. Similar to other disciplines, many experts have different theoretical perspectives of community development (Tan, 2009). For example, Thompson (2000) cited by Popple and Quinney (2002) defined theory very simply as ‘a framework for understanding’. Some confusion exists over the general understanding of the terms ‘theory’ and ‘model’. He considers that a model is a ‘framework for practice, and is a step in theory building’. On the other hand, Sanders (1958) finds that consideration of both practitioner and social scientists is vital for the formulation of community development theory. Many experts have discussed the theoretical framework of community development using different terms, i.e., ‘models’ or ‘approaches’. Many theories of community development or work have been derived from different disciplines, e.g., psychology, sociology and political science (Cook, 1994; Popple & Quinney, 2002). Practitioners obtain prescriptions or norms from community development theory, which also provides practical models helping communities (Cook, 1994). He further argues that different types of theories, i.e., descriptive, explanative, predictive and prescriptive, are applicable in accordance with existing situations within communities. Popple and Quinney understand that the literature on community work has its theoretical basis in both top-down and bottom-up approaches.

York (1984) states that the organisation of community agencies, development of local abilities and political activity for change are the three possible models of community work. Schiele, Jackson, and Fairfax (2005) states that self-help, collective actions for problem-solving and empowerment are essentials of community development. Gray and Mubangizi (2010) argue that community development theory emphasizes the roles of

participation and taking responsibility by local people, self-determination, empowerment, capacity building and the role of community workers in giving communities a voice and control. According to Castro-Palaganas (2003), the community development theory emphasizes on services to the local people in communities and it acknowledges the economic and political resistance of local communities for human rights and social transformation. He further argues that this theory encourages local level initiatives, self-organisation and efforts towards empowerment necessary for economic survival. Community development theories involve multiple systems, a holistic approach, integrated development actions, democratic methods, the participation of local peoples and change (Cook, 1994). Tan (2009) discussed the three R's of community development given by John Perkins. The first R (Relocation) means shifting of community worker to the target community in order to build close contacts with local people. The second R (Redistribution) means the fair division of essential resources among local communities to allow their independent and improved functioning. The third and last R (Reconciliation) means bringing different groups of oppressed people into productive relationships through dialogue and the efforts of community workers.

Sanders (1958) discussed community development theory from a sociological point of view. He described four major ways (or approaches) to view community development and its possible geographical levels. Furthermore, he links these approaches to sociological theories.

1. The process of community development is seen in terms of the sequential stages through which it passes. Theories of social change are linked, as the process brings changes.

2. As a method, community development moves towards its objectives. It includes processes, but the major focus is on accomplishments. The sociological view of social control contributes to this approach.
3. As a programme, community development involves content as well as procedures. The activities are stressed. Theories of social organisation are linked to this approach.
4. Community development can be considered as a movement when it involves personal and emotional commitments. The theoretical perspective of political sociology suits this viewpoint. However, the term 'political sociology' does not indicate that the nature of community development is political.

Another theoretical concern is the geographical level of community development practices. The expansion of geographical coverage from local to district/regional and national levels increases the gaps between stakeholders. Sanders suggests that communication theory is suitable to bridge these gaps in local, regional and national level community development programmes. He further considers occupational sociology as the theoretical basis for providing operational guidance to local leaders (self-appointed), resident professionals, external professional organizers and multipurpose community development workers.

Similar to the different definitions that have been suggested for community development, many scholars have presented its models/approaches using different terms and words. Rothman (1996) proposed three models of community development:

1. The Locality Development model favours local people determining and solving their own problems.
2. The Social Planning model focuses on identifying the facts about problems and applying logical decision-making to solve them.

3. The Social Action model emphasizes the role of organisation and mobilization in enabling people to combat their problems.

Ledwith (2011) argues that famous educator Paulo Freire's contribution for community development is recognised worldwide. Freire's theory and practice guidelines, especially about the political nature of education and conscientisation could be linked to critical community development approach. Education adopts two possible shapes either banking education or problem-posing education (Freire, 2000). In banking education, the educator becomes powerful and influential while educating controllable and passive learners. In contrast to that, problem-posing education regards dialogue, liberate people from oppression and value their creativeness and questioning. The problem-posing education style could be most suitable and acceptable for grassroots communities' learning. As far as 'Conscientisation' is concerned, Ledwith (2011) referencing to Paulo Freire defines it in context of community development:

The process whereby people become aware of the political, socioeconomic and cultural contradictions that interact in a hegemonic way to diminish their lives. This awareness, which is based on critical insight, leads to collective action. (p. 97)

This definition leads towards community awareness and particular approaches to community development. Paulo Freire discusses three major forms of consciousness: magical consciousness; naive consciousness ; and critical consciousness (Freire, 1974). These forms can also be discussed as stages of community awareness or development. He considers magical consciousness as a static situation of community people who are silent on their poor conditions and accept as their fates. Naive consciousness gives partial awareness about existing individual situations and problems. Here, people do not connect their problems with the external world or solutions. The third form of consciousness is seen as a higher level of awareness. The people get full awareness

about their standings and existing problems. In addition, they take collective actions for possible solutions of the problems.

Theory and practice go side by side and contribute for changes and additions in theoretical knowledge and practice. The theoretical considerations of Sanders, York, Rothman and other experts have made community development a rich and healthy subject. The theory presented by Sanders (1958) during the infancy of community development formed the basis of this discipline. Sander's theory, including its approaches, is accepted and adapted in many practical situations. The theories have changed and matured over time, e.g., the models of Rothman and York, Tan's three R's and the top-down and bottom-up approaches, and the journey towards greater maturity in both theory and practice is continuing today. Undoubtedly, practitioners follow single or mixed theoretical guidelines according to their suitability. On the other hand, it cannot be denied that many gaps remain between real community development practice and its theories.

Community development is usually considered to be a fundamental approach to local problem-solving (Craig, 1998). Different scholars use different terms and meanings for the different approaches of community development. In practice, there is a division between the top-down and bottom-up approaches to community development that are used in different situations (Turner, 2009).

2.4.1 Top-down Community Development

According to Brocklesby and Fisher (2003), from the 1950s to the 1970s, the main focus of community development was on poverty alleviation within communities, with an emphasis on social and economic structures. All of the ideas and decisions were from outsiders, rather than involving the participation of local people in communities. This

top-down approach was actually a bureaucratic operation, in which participation of local people was given less importance.

The research report, “Sustainable Development in the Coastal City of Karachi” by Environmental and Ecological Problems of Karachi (2011), states that in the past development was initiated by governments using a ‘top-to-bottom’ approach. The ‘bottom-to-top’ community development approach is now favoured by NGOs to fulfil needs at the grassroots level.

The top-down community development approach is derived from macro-level policy and is mainly enforced by institutions that can influence policy and resources and accessed by invited groups (Turner, 2009). Turner further states that priorities are not set within the context of the community and that this approach seems mainly to protect the interests of the powerful.

Popple (2007) with special reference to the United Kingdom, says that state-funded approaches have the purpose of bringing pluralist or practical results within a framework that is against ideological politics, and that they focus on obtaining definite results that fulfil policy objectives.

As far as developing world is concerned, Oakley (1998) argues that community development was administered bureaucratically during the 1950s and 1960s and that governments were the main force behind development at the local level. Batten (1974) points out that the directive community development approach is unrealistic if applied without consultation with and decision-making by community members. Abbott (1995) uses the term ‘manipulative approach’ to mean that the involvement of the local community is ignored in an authoritarian environment.

In describing direct services without a community development orientation approach/model, Bullen (2007) also seems to favour the top-down community development approach, as this approach/model does not allow for community participation, except in service usage.

2.4.2 Bottom-up Community Development

Owing to the many drawbacks of and flaws in the bureaucratic top-down approach, emphasis has now been given to community participation. People in communities have been engaged in dialogues which empowered them to take collective actions. Unlike in the top-down approach, in the bottom-up approach (at the micro level), community members define their community problems and participate in decision-making, rather than this being done by outsiders (Brocklesby & Fisher, 2003). According to Oakley (1998), the nongovernment sector (NGOs) emerged in developing and underdeveloped countries during the 1970s. These nongovernment organisations became major actors in community development by encouraging the development of poor communities in urban and rural areas.

The term ‘bottom-up’ refers to local activities run from the grassroots level and generated by the responses of local people empowered to help themselves (McNicholas & Woodward, 1999). Kirk and Shutte (2004) also recommend this community development model/approach owing to its more concerted and broad nature comprising three components: leading change through dialogue; collective empowerment; and connective leadership.

Hibbard (1999) believes that devolution is the result of the ineffective nature and failure of ‘top-down’ approaches in dealing with community issues. Craig (2007) argues that government fails to support ‘bottom-up’ development, although community

empowerment forms part of government policy. Popple (2007) points out that the community generated approach can help liberate deprived individuals, groups and communities. Batten (1974) stresses the need for a nondirective approach, as it enables people to express their views and achieve their objectives. Abbott (1995) describes the acceptance of decision-making by community members as a 'radical approach'.

Gilchrist (2003) suggests that community development practitioners need to understand the importance of 'bottom-up' perspective as political processes; however, this is not acceptable to policy makers and managers. He emphasizes on the advantages of 'the value-added' approach and the failure of project-based or top-down approach when community development is neglected.

Bullen (2007) also discusses bottom-up community development in different ways using various approaches/models, including the Proactive People, the Leadership and Skill Development, the Community Action, the Strengthening Community Connectedness and the Community Building through Community Services Partnerships. Sen (1999) also stresses on freedom for development, which is indirectly an indication towards bottom-up community development. According to Sen, the lack of freedom results in poverty, a decrease in public benefits and social services, and a refusal of political and civil rights. These restrictions disturb socioeconomic and political aspects of community life. The bans on freedom motivate the people in communities to stand for hunger satisfaction, health care, shelter, education, clean water and better institutions. He considers removal of unfreedom essential for a better development process.

Ledwith (2011) considers Paulo Freire and his book *Pedagogy of Oppressed* (1972) very important in the community development field. According to him, Paulo Freire does not expect initiation of changes from the powerful. He believes and stresses the

process of critical consciousness raising and joint efforts to bring changes which should be driven by oppressed people (local people in communities). Ledwith (2011) finds Freirean pedagogy as anti-colonial and radical based on the latent power of the oppressed. Chile (2006) examines three parallel processes to obtain a better understanding of community development in New Zealand:

1. Processes in which government departments and local authorities carry out the community development programmes;
2. Social change processes jointly carried out by individuals, groups and organisations for the betterment of deprived groups and communities; and
3. Indigenous people as a force for change on self-determination bases.

2.5 Emergence of Community Development in Different Regions

Although community development emerged after World War II, there is controversy about the appearance of the term ‘community development’. Yadav (2004) claims that the British Government introduced the concept of community development in relation to local government in 1942.

On the other hand, Rafiq (2003) states that the term ‘community development’ was first mentioned at the British Colonial Office’s Cambridge Conference in 1948. It was used to describe a fashionable approach for social development during the period of decolonization in the 1950s and 1960s (Yachkaschi, 2008).

Community development underwent a rapid expansion, particularly in newly developing countries, during the 1950s and 1960s. In 1948, the UN appointed one community development advisor for each country, and 61 experts were engaged in 29 countries by 1961 (Sanders, 1970). According to Dunham (1967), national community development programmes were initiated by seven nations in the early 1950s, and the

number of nations reached 18 by the end of 1958. More than 30 countries had launched community development programmes by 1961 and about the same number of developing countries was planning to start development programmes.

Community development movements started at different times in different regions of the world, and there were similarities and variations in the nature of programmes owing to the specific situations and problems of the various countries. According to Sanders (1970), community development programmes could differ with respect to their geographical coverage, i.e., villages, cities, regional and national levels. Furthermore, some programmes are voluntary in nature while others are run by trained staff. Some programmes cover a variety of thematic areas, whereas others deal only with single or a few areas. The level of community participation, in terms of finances, labour and material, also differs. In addition, as discussed earlier, community development models also influence the nature of any programme.

Before discussing community development in Pakistan, it is essential to obtain a picture of the emergence of CD practice in different regions. This brief historical background helps to understand the changing nature of community development practice and variations in its practice among different countries during the same time period. It also explores the dominant and influential roles of economically strong nations towards the launch of CD practice in the colonies and newly formed countries. The literature on historical development describes the roles of key stakeholders (governments, local communities, voluntary organisations and external governments and organisations) in the launch and promotion and the ups and downs of community development. It also enables a comparison to be made between Pakistan and the rest of the world with regards to CD practice.

2.5.1 Europe

2.5.1.1 United Kingdom

Popple and Quinney (2002) trace the emergence of UK community work from two main traditions, known as the top-down and bottom-up approaches. They claim that top-down community work resulted from the British settlement movement of the Victorian/Edwardian period during the late 19th and early 20th centuries. The anti-Munitions Act movement and the 40-hour work per week demand in Glasgow, Scotland, led to the initiation of bottom-up community development. There were two types of community development, with specific reference to United Kingdom: the first was development/welfare programmes within Britain; and the second was community development programmes in the colonies and newly independent countries that remained under the influence of United Kingdom. As far as community development in the British colonies was concerned, its main agenda was to protect Britain's economic interests, promote capitalism and prevent a communist influence (Braden & Mayo, 1999; Dominelli, 1990; Mayo, 1975; Popple & Quinney, 2002). Community development became a paid activity during 1950s and three main factors resulted in its emergence (Craig, Mayo, Popple, Shaw, & Taylor, 2011). These were the experiences of returning community development workers from newly independent British colonies; the adoption of community development by the government as a social development method in newly built housing estates, towns and new communities following war damage; and the dominance of American literature on community development and organisation that drove the United Kingdom towards reporting and practicing community development. These factors led to the birth of the Association of Community Workers in the late 1960s. During the late 1960s, the Government set up the Young Volunteer Force Foundation at the national level to encourage young people to act as volunteers (Craig et al., 2011). Later, its name was changed two times; first as

Community Projects Foundation and then Community Development Foundation (CDF) which exists hitherto (Henderson & Vercseg, 2010). Another step towards community development was establishment of *Community Development Journal* in 1966. Association of Community Workers (ACW) was also set up in 1968 (Pitchford & Henderson, 2008). Popple and Quinney (2002) consider that community work had its highest profile from the mid-1960s until the mid-1970s. Government-funded CDPs were initiated in 1969 at 12 different localities across the United Kingdom (Craig et al., 2011; Popple & Quinney, 2002; Popple & Redmond, 2000). Each project was staffed with an action team and a research team (Green & Chapman, 1992; Greve, 1973). Projects were mainly initiated to tackle poverty (Green & Chapman, 1992) and further aimed to improve the quality of life of individuals, families and communities in areas of social need, increase social and economic opportunities, and increase the capacity of both individuals and communities to have effective roles in self-determination (Greve, 1973).

The expansion of community development led to its association with economic issues, and during times of economic recession, CDPs were threatened with closure by the Conservative government (Henderson & Vercseg, 2010). During 1970s, feminist movements also influenced the community development in UK adding new perspectives in the practice especially the community health projects (Pitchford & Henderson, 2008). After the closure of the CDPs, community development continued its job on radical lines and promoted voluntary and self-help organisations to improve welfare services Gilchrist (2005). According to many writers, community development faced its journey towards decline in late 1970s. Unemployment appeared as a major problem which the government's Manpower Services Commission attempted to deal with by recruiting community workers (Pitchford & Henderson, 2008). But the debates about the future of community development were started at different forums. For

Gilchrist (2005), the Thatcher government period after the 1979 general election was the most critical and tough period for community development. The government seemed to rely on voluntary and private organisations for welfare services and funding was provided only for short-term projects. She found the Manpower Services Commission using public funds to provide only short-term jobs to engage voluntary organisations to produce job opportunities. To her, community work was insecure depending on short-term job contracts. The role of community workers was changed to monitor funds given to organisations, consultancy and spying for the state. According to Gilchrist (2005), 'Community workers employed in the voluntary sector became *'project managers', delivering services, drawing up business plans and accounting through rigid and predetermined performance criteria'* (p. 4). She referred to that time as 'dark age' for community development practice. Community development became more prominent in Scotland, England, Wales and Northern Ireland from the beginning of the 1990s, especially following devolution in Scotland and Wales. Later, the Labour government (1997–2007) took economic measures that took community development into account.

Henderson and Glen (2006) also viewed that community development was put on low profile in 1980s and in early 1990s before the Labour government 1997. The governments during those periods were seen unhappy towards community groups and their voices to influence state policies while Labour government after that focussed on community involvement. They also pointed out irregularities and lacking in community development during that period. A comprehensive survey was carried on during 2001-2003 to obtain community development workers' views about their practice and community development in the UK. The survey results found weaknesses in procedures of community workers' salaries, trainings, support, funding and equality. The survey also suggested the policy makers and development organisations to work for better

understandings and support of knowledge, techniques and skills of community development. Also, it stressed Central, Scottish and Welsh governments to adopt community development practice as mode of contact with local communities. Popple (2006) identified the Labour governments' measures to promote and increase resources for community development practices especially addressing social exclusion. Gilchrist (2003) also witnessed community development values and principles as an important part of the Labour governments' (1997-2001) programmes such as active citizen participation, partnership and social inclusion. She noticed a number of new posts in community development fields, i.e., public health, education, housing, crime reduction, environment and economic development. Popple (2007) discussed tensions between both community development approaches (top-down and bottom-up) especially in welfare and development history of UK. Even after 1997, community practitioners had to adopt the community development approach which suites to Labour government agencies.

The new coalition government has also made many declarations especially in connection with community development. Craig et al. (2011) are doubtful about the reality of these slogans in terms of their long-term impacts on community development practice. Now, new 2010 Coalition government's 'Big Society' seems attractive to community development activists. Craig et al. (2011) are uncertain about the political future and community development future roles. After going through historical literature, Gilchrist (2003) seems fairly true that community development practice went through different exciting and challenging times in the UK. It is an admitted fact that internal and external factors could not be avoided to launch development programmes in any country. Community development witnessed many changes in its policy and practice during different time frames depending on internal social, cultural and political factors and globalisation. In addition to internal community development practices, the

United Kingdom has been and is impacting on development programmes at the international level and in other countries, especially in Commonwealth nations. On the other hand, the present and future UK governments will have to adopt the core values of any of the community development approaches (top-down or bottom-up) for dealing with community problems and international politics. The adoption of any strategy will depend on nature of existing situations i.e., problems, resources, community thinking and political scenario. Again, Gilchrist (2003) seems very true that still many challenges such as poverty, inequality, oppression etc. exist in UK and community development practice is best solution if it is practiced with its important values and commitments.

2.5.1.2 Western Europe

Other Western European countries also initiated community development, following the example of the United Kingdom, the Netherlands and France (de-Wit, 1997). Hendriks (1972) indicated that Germany and the Scandinavian countries also led the community development field. Community development became an institutionalized part of social welfare in the Netherlands during the 1970s, when more than 3000 CD workers were engaged in social and voluntary services (McConnell, 1991).

There were links between the Dutch and Irish community development trainers and practitioners during the 1970s, and Ireland experienced community development in rural areas at that time through a nongovernment body (Henderson & Vercseg, 2010; Hendriks, 1972). Lee (2003) links the history of community development in Ireland to the cooperative development movement of the previous century. Self-reliance and local initiative principles for a better life were projected by the Muintir na Tire organisation during the 1930s in Ireland. There were 300 organisations for community-based social services in 1978 and that during the 1980s community development projects focused on unemployment problems.

Hendriks (1972) further writes that the community development approach was adopted in Italy for setting up new structures aimed at meeting the needs of specific areas and that in Sweden and Norway the focus of development programmes was capacity strengthening of the local community for the provision of welfare services and employment opportunities.

Several community development projects aimed at improving rural health and rural housing conditions, irrigation, road and bridge construction and drainage were initiated during the 1950s and 1960s in Greece (Daoutopoulos, 1991). Local community initiatives and their autonomy were taken seriously during the 1970s and 1980s and were considered as remarkable examples of community development.

Some regional European organisations also played vital roles in the community development field beyond the boundaries of a single country. The European Community Development Exchange, formed in 1979, remained a source of advice and support in the United Kingdom, France, Ireland, Spain, Portugal, Belgium and Scandinavia (McConnell, 1991). During the 1990s, a group of organisations from nine European countries established the Combined European Bureau for Social Development, with the purpose of exchanging information and ideas (Hautekeur, 2005; Henderson & Vercseg, 2010).

2.5.1.3 Central and Eastern Europe

After independence, during the 1910s, activities such as neighbourhood clubs, sports and theatres carried on in the Czech Republic were perceived as signs of community development (Jindrova, Djorgov, & Nizu, 2003). These activities were interrupted after the Communist Party took over in 1948. Proper community development practice emerged in Central and Eastern Europe with the collapse of communism in the late 1980s. Self-help groups, church and charity organisations, social workers and reformers

had a prominent role in social development (Henderson & Vercseg, 2010). Welfare and development movements and activities had less of an influence on legislation, policies and practice owing to the weak democratic set-up in these countries. The rise of democracy and financial support from Western countries resulted in the rapid growth of voluntary welfare organisations in the Czech Republic, which reached about 40,000 in number in 2002. Community development as a distinct sector emerged during the 1990s with the start of development activities in urban and rural areas. Similar pictures of community development are seen in Bulgaria and Romania as in the Czech Republic.

2.5.2 North America

The term community development could be traced from a book mainly dealing with the economic aspects titled ‘Community Development: Making the Small Town a Better Place to Live and Better Place in Which to do Business’ written by Farrington (1915). As far as community development practice is concerned, Oketch (2006), referring to Cornwell (1986), links the origin of American community development to agricultural extension practice in 1870. Phifer et al. (1986) cited by Marvill (2006), traces the practice to the Country Life Commission Report of 1908 and the Cooperative Extension Service, which established a community organisation to identify rural community needs and address their problems. Dunham (1972) observes that no overall development programme could be found for North America, although community development is part of government public policy and programmes. However, he lists individual development programmes, including the growth of local government; the historic cooperative; contemporary ‘new towns’; government relationships with indigenous people; governmental and voluntary programmes on behalf of other minorities; the adult education movement; the self-help and self-determination programme of St. Francis Xavier University; agricultural extension programmes; community councils in smaller

communities; village improvement associations; cooperative and credit unions; self-help organisations working for people with particular problems; social settlement and neighbourhood centres; the development of community organisation as an aspect of social work; federal, state, local and university services for community life; The United States Economic Opportunity Programme; research into rural and urban sociology; community surveys; and regional, city and town planning.

Urban community development can be traced to the urban social reforms and neighbourhood planning of the 1920s, while well-recognized rural development programmes were initiated during the 1930s (Mitchell-Weaver, 1990). Unstable political and social situations in the United States during the 1950s and 1960s resulted in the initiation of many community organisation programmes (Leung, 1990), including the Civil Rights movement, the Welfare Rights movements, the Urban Renewal, Youth Mobilization, the Community Action Programmes, and Model Cities programmes (Mogulof, 1969). All the programmes focused on the organisation of low-income communities and their participation in planning and decision-making. The New York Community Development programme was created in 1961 with set up of Human Resources Administration (Smith, 1973). O'Neal and O'Neal (2003) identifies five main types of development programmes in the USA since the 1960s, i.e., the Model Cities programme (Mogulof, 1969), set up by the Johnson Administration; Community Development Block Grants, instigated by President Nixon; Urban Development Action Grants, set up by President Carter; and Urban Enterprise Zones and Empowerment Zones, set up by President Clinton.

Dunham (1972) finds Canada and the United States to be similar in many respects. Most of the community development work in Canada has been satisfactory and fruitful (Cruikshank, 1994). The Canadian government initiated rural development through the

Agricultural Rehabilitation and Development Act (ARDA) of 1961 (Dunham, 1972; Mitchell-Weaver, 1990). The political and economic instability caused by the Depression resulted in urban community development. The Community Development Association of Canada was set up in 1954 (Mitchell-Weaver, 1990), followed by the Special Planning Secretariat of the Privy Council for the welfare of the poor in 1965 (Dunham, 1972). Twenty community development programmes were serving communities across Canada during the 1976–1979 period (Abucar, 1995).

Analysis of the literature about community development programmes in America led to the conclusion that development activities were launched from time to time after needs were identified. The government had a prominent role in initiating short-term and long-term programmes, thus giving a top-down sense of development. Canadian community development went along American lines and the government went ahead with development. The programmes were carried through using public resources and were rightly termed ‘community organisation’ in North America.

2.5.3 South America

Community development in Guatemala emerged in response to problems created by earthquakes. With the technical and educational assistance of NGOs, four communities assessed their combined needs and planned home reconstructions and improved living conditions (O'Gorman, 1994). Following urbanization problems in Peru, the self-help efforts of the squatters introduced community development during the 1960s. They built their own houses, streets and medical facilities and arranged the provision of water and electrical systems using their own resources (Barrig, 1990). This organisation encouraged the development schemes of the early 1970s. The British, French and North American development models shaped community development in Brazil (O'Gorman, 1990). After the 1964 military coup, citizens lost their rights; these were restored in

1980. The new Brazilian Constitution recognizing the rights of workers, women and indigenous people was presented at the National Assembly in 1989.

Poor economies and weak government systems led to initiation of bottom-up community development in all of the countries of South America. The role of grassroots communities was prominent in self-help projects, which also mobilized government departments to initiate community development programmes.

2.5.4 Africa

In Nigeria, the local government played a key role in initiating and improving community development projects (Hay, Koehn, & Koehn, 1990). After the reforms of 1976, the local government obtained the legal, financial and administrative authority to run development projects. The self-help projects aimed to identify and solve problems by community resources and local participation.

Kenya first experienced community development during the 1950s, even before its independence. The self-help projects in Kenya using the 'felt needs' approach were a considerable success (Wallis, 1976). In 1951, the Department of Community Development set up an organisation (Maendeleo ya Wanawake) for women, especially in rural areas. The community development officers appointed in almost all parts of Kenya were engaged in the development of women, as well as in men's training for leadership at the rural district level. 'Self-help' was a popular slogan in the politics of Kenya after independence. According to Prosser (1970), the Department of Community Development expanded a voluntary movement with political support throughout the country. In accordance with a policy document of the Kenya Government of 1963, CD committees were formed at central, provincial, district, divisional and local levels. Also,

promoting professionalism in work, staff training and upgrading the posts of senior officers were added to community development activities in Kenya (Wallis, 1976).

The Central Government took responsibility for overseeing Group Welfare Services in Zambia in 1953. Although the service areas were not defined, the Group Welfare Services staff worked to provide leisure activities, recreation and entertainment, which were later expanded to include carpentry, pottery and women's homecraft classes (Silavwe, 1984). After urbanization problems became apparent, the community development concept was accepted for the first time in 1959 and thereafter social welfare sections went under title of 'community development'. The role of the Department of Community Development formed in 1962 was to assist other ministries and departments in implementing development plans (Heissler, 1967). The department also provided services for improving village housing by promoting house-building skills (Oxenham, 1976). In urban areas, community development focused on the promotion of better living conditions, initiation by and participation of local people in development process.

A self-help and bottom-up community development approach is seen in almost all African countries. It is worth noting that governments were inspired by these self-help initiatives in structuring their community development practices.

2.5.5 Australia

In Australia, community development obtained a clear acceptance and both institutionalized and spontaneous community action programmes were initiated during the 1970s (Kenny, 1996). In 1973, remarkable national regional development projects, known as the Australian Assistance Plan (AAP), were established by the Whitlam Federal Government. The focus of these projects was to encourage planning and

development by local communities and to provide funds for regional projects. The AAP proved helpful in diverting government focus towards, social planning, social welfare and expansion of resources (Graycar, 1974).

Shirley (1979) cited by Chile (2006) linked community development practice in New Zealand to communitarian movements and tenant farming 5000 years ago in early Babylon. He claimed that community-based organisations, church-based organisations and humanitarian work by individuals emerged during the 1850s to tackle social problems in settler societies. Community development started to take a formal shape through the Physical Welfare and Recreation Act of 1937 (International Affairs, 2011). Physical Welfare Officers were responsible for training to national youth organisations and administering the grants of local development programmes (Chile, 2006). After the early 1970s, community development became recognized as a profession with salaried practitioners.

2.5.6 Community Development in Asian Countries

The community development programmes in Asian countries were a clear reflection of the previous colonial systems. Most South-East Asian countries, such as India, Pakistan, Sri Lanka, Bangladesh and Malaysia, adopted administration styles inherited from British bureaucracy. Thailand, Indonesia, South Korea and Philippines had distinct cultural backgrounds and were influenced by USA owing to their capitalistic nature; in contrast the communist countries of Vietnam, North Korea, Laos and Cambodia were influenced by Russia and China (Nanavatty, 1988).

In India, community development was initiated as a decentralized effort combined with centralized national planning to provide agricultural extension services. In 1952, a CD programme was started as a pilot project with the main aims of increasing agricultural

production, improving communication about rural health and providing village education. This project was to bring a cultural change in response to improvements in the socioeconomic conditions of rural areas (Karunaratne, 1976). The CD programme was executed rapidly: it covered one-fifth of the total rural population in 1956 and reached 70% by 1964, the end of the Second Five-Year Plan. It was named 'panchayats' and was first evaluated in 1957 and shown to have a democratic structure, and then transferred to Ministry of Community Development in 1958 (Karunaratne, 1976). Other sources state that rural community development was initiated in 1948, being inspired by the teachings of Mahatma Gandhi (Ahmed, 1963).

The rural community development experiment motivated problem-solving activities in the urban areas of India (Gupta, 1970). In 1958, the Social Welfare Board launched more than 60 urban welfare extension centres in heavily populated industrial areas with the purpose of promoting better living conditions. These centres were organized by voluntary social welfare agencies. The Municipal Corporation of Delhi initiated the first pilot urban community development with the financial help of the Ford Foundation in 1958 (Chandra, 1974; Gupta, 1970). This pilot project aimed to promote the growth of community self-help and the civic movement. Later, more urban community development projects were set up in Ahmedabad (1962), Baroda (1965) and Calcutta (1966). According to Mehta (1969), the pilot urban community development project in Baroda was sponsored by the American Friends Service Committee. By the end of the Third Five Plan, 20 more urban community development projects had been set up in different cities by the Ministry of Health, Family Planning and Urban Development (Gupta, 1970). Each project was run by a project officer with a team of eight community organizers (four males and four females) and each project covered 50,000 people, further divided into eight Mohalla-level (local) committees (Chandra, 1974).

In the Philippines, community development programmes were initiated following both public and private efforts. In 1949, the Bureau of Public Schools of the Department of Education had the slogan, “Education for the Improvement of Community Living”. The Community Development Planning Council and Office of the Presidential Assistant on Community Development were created to strengthen community development programmes. Training programmes for community workers were launched and the initial major focus was on rural areas and agriculture (Ahmed, 1963).

Turkey initiated community development under the rule of Mustafa Kemal Ataturk, with the introduction of the Village Law in 1924 which aimed to establish local government and improve local conditions (Aakwith, 1966). Rural development was emphasized instead of industrial development following the 1960 Revolution. The First Five-Year Plan, developed by the State Planning Organisation in 1962, aimed at national development. The plan introduced pilot areas for community development, with the launch of six projects each year; 67 provinces of Turkey were expected to be covered by 1967. The community development schemes comprised irrigation programmes, road construction, mother and child welfare centres, the construction of schools and provision of water supplies.

In Hong Kong, Community development work was initiated in 1949 when the Community Development Unit, Social Welfare Section of Chinese Affairs developed a liaison with Kaifong Associations, working in education, medical, relief and welfare services for poor neighbourhoods (Leung, 1978). In the early 1960s, four community centres (Riches, 1980) were established in a systematic approach for neighbourhoods within the Resettlement Estates areas with the object of developing a focal point for community activities and interactions and the integration of migrants from China to Hong Kong (Hodge, 1972).

The riots in 1966–1967 were a turning point for community development in Hong Kong (Leung, 1978). As a result, community centre facilities were provided according to population density and community development projects were started in areas where the population was less than 20,000 (Leung, 1986).

In Singapore, the Social Welfare Department was given responsibility for initiating community development at the start of the 1950s and community centres were introduced (Vasoo, 1984). The centres were designed to meet the social and recreational needs of the local people and were important for publicizing colonial administration policies. The numbers of community centres steadily increased and there were more than 165 centres by the end of 1970s (Riches, 1980; Vasoo, 1984). Three community development projects aimed at developing local leadership and meeting social, cultural and recreational needs on a self-help basis were also initiated by the voluntary sector in 1969.

According to Paudyal (1984) Community development in Nepal was attempted through the Indian and American ‘village development programmes’ in the early 1950s, but did not have a lasting effect. Later, some small-scale self-help projects were introduced to provide irrigation, improve trails and construct motorable tracks. The District Administration Plan for rural development, introduced in 1974, aimed at coordinating local and national planning.

2.5.7 International Community Development

A brief historical background of community development in a few regions of the world cannot be separated from welfare and development activities occurring in the rest of the world. Popple (2006) correctly links community development practice to the history of colonialism, state independence, the Cold War, the global economy, modernization and

social justice movements which are of international concern. Community development did not occur only at local levels or in a few countries: it is a fully-fledged movement that has served specific international interests over a number of different time periods. A number of organisations and development actors have performed various types of functions which have shaped the global context of community development. The increased rate of globalization has affected world economies, especially in the current century (Popple, 2006, 2007). Popple argues further that global changes affect national economies in regards to their investments and labour relations. International CD involves a mixture of practices with different ideas, goals and traditions. International CD is multidimensional and changing, and has focused on infrastructural and economic improvements and the formation of democratic institutions in colonies to counteract the influence of communism. It has also aimed to modernize nonindustrial states and retain them as part of the global economy. Garkovich (2010) discusses the use of technical assistance, self-help and conflict community development approaches by the United States in different countries. He further states that the applicability of these approaches has been conditional on the suitability and acceptability of local cultures and ideologies.

Garkovich (2010, p. 30) provides a picture of international community development, with special reference to the role of the United States. Table 2.2 shows the changing nature of community development at different periods. The national development of countries is shown to also serve international interests, with the technical assistance of anti-communist powers. Although Garkovich (2010) specifically mentions the role of the United States in providing technical assistance to non-Western economies, the British government played a similar role with regards to the colonies during the same period. Technical assistance from the West remained multipurpose, focusing internally on local community problems of the countries and promoting modernization and economic development, and externally serving to combat communism. The table also

illustrates the role of technical assistance in promoting self-help and participatory development for basic infrastructure improvement, agricultural development, population planning and solving other social problems in developing economies.

Table 2.2: Examples of changing International Community Development Strategies

Era	Program Focus	General Purpose	Method/Practice Emphasis
1950s to mid 1960s	Centralized national infrastructure development (dams, electricity, telephone systems) Public health programs (e.g., public water systems, immunizations)	Modernization Economic development Community development as a bulwark against communism, Soviet expansion Overcoming resistance to modernization	Technical assistance through the coordinated actions of all specialized bureaucracies within national and subnational government Village-level workers providing technical assistance to supplement self-help
Mid-1960s to early 1970s	Family planning Agricultural developing projects	Modernization Addressing food shortage to stable populations and nation states	Technical assistance National development programs
Mid-1970s to early 1980s	Population planning and health Infrastructure development Rural development	General community development US New Directions mandate Right to development	Locality-based participatory development as a form of self-help Technical assistance
Mid-to late 1980s	Agricultural development Social welfare Public health (e.g., AIDS, infectious disease) Focus on addressing individual social problems	General community development Economic modernization and incorporation into global economic and communication system Human rights	Technical assistance Participatory development but typically within technical services

Source: A Historical View of Community Development Lorraine E. Garkovich, 2010)

As did many other nations, the government of Pakistan requested and adopted technical assistance and guidance from the UN to start rural and urban community development programmes during the early 1950s (Khalid, 2006). Urban community development projects and the Village-AID programme for rural development were initiated with the

technical and financial assistance of the UN and the International Cooperative Administration of the USA. Currently, many development/welfare projects in Pakistan are launched either directly or indirectly by international organisations; for example, DIFD (Department for International Development), UNDP (United Nations Development Programme), UNICEF (United Nations International Children's Emergency Fund), ADB (Asian Development Bank), WHO (World Health Organisation), World Bank, JICA (Japan International Cooperation Agency) and many other international organisations mainly fund development projects and sometimes launch projects themselves (Government of Pakistan, 2006; Pakistan Policy Group, 2010).

In summary, regardless of the internal, external and international political agendas, problem solution results and nature of projects, community development has been adopted and practiced worldwide. Community development was not recognized as a full fledged profession before World War-II. Socioeconomic local community problems were addressed by governments or local communities in different ways without any specific professional guidelines. The cold war between capitalism and communism and decolonization during 1940s and 1950s shaped community development as an important instrument. Besides the international political interests, local community problems and needs also drove governments and local communities towards CD. Developed nations such as the United States and the United Kingdom practiced community development within their communities and also influenced the programmes in developing nations. The literature on historical CD developments in this section, points out practice of both top-down and bottom up approaches in different countries depending on existing situations. Developed countries, having and managing resources applied community development mainly through governments. On the other hand, community development practice got a big space in developing nations owing to lots of socioeconomic problems

and political interests of external powers. Self-help and community initiated programmes gave recognition to the bottom-up development approach in poor economies. The motivations behind bottom-up approaches could be poverty and instable political systems rather than community awareness. In addition to the governments and local communities, the NGO sector also appeared rapidly as strong and influential stakeholder in the social development field. The civil society organisations are very active and work in accordance with community needs and government policies. Governments, in many developing nations initiated developments after success of community self-help and NGOs projects. Both globalisation and international development organisations could not be separated from community development programmes especially in developing countries. On one hand, positive impacts of globalisation and international NGOs are appreciated but cultural values and local community interests could resist too much external involvement.

2.6 Community Development in Pakistan

The literature reviewed above clearly indicates that community development has been seen as an approach to address felt needs, solve problems and improve grassroots communities. Community development was considered an appropriate intervention in both rural and urban communities. Top-down and bottom-up community development have been practised in developed and developing nations. Although self-help and voluntary programmes have been seen in economically strong countries like America, the United Kingdom, Canada, Australia and some European countries, the majority of development programmes have been launched by governments. The majority of newly developed and underdeveloped nations have adopted self-help projects which led governments and international organisations towards further development planning. Voluntary organisations also played a vital role in mobilizing local communities and governments towards development. Local governments were also considered suitable

vehicles for grassroots development in some countries. The worldwide history of community development shows the 1950s, 1960s and 1970s to be the peak period of this practice.

The Pakistan community development practice cannot be separated from that of other regions. The journey of community development in Pakistan took different shapes at different speeds, depending on internal political and socioeconomic factors and external global factors. Like many other developing countries, Pakistan launched different community development programmes in both rural and urban areas with foreign assistance and on a self-help basis during the 1950s. The roles of different stakeholders, i.e., voluntary welfare organisations, self-help groups, government, local government, local communities and international organisations and governments, have varied (were dominant, balanced or shared) during different eras. Both top-down and bottom-up approaches to community development have been practised and are also currently applied through different programmes.

At the time of partition, Pakistan faced poverty, illiteracy, health and many other socioeconomic problems (Ahmed, 1963). Additionally, approximately 10 million refugees arrived from India; they were uprooted, demoralized and empty handed and needed shelter, security, food, clothing, medicine and jobs. According to Ahmed (1963), the Government of Pakistan had no structure, capability or resources to improve the conditions during that emergency period. At that time, voluntary organisations set up by philanthropists, as well as religious and political groups, came forward to help mobilize resources and provide relief services. The nature of the voluntary work carried out by these organisations was charitable did not promote self-help; it provided only temporary relief and did not lead to permanent rehabilitation of its beneficiaries. The emergency period lasted until 1952 leaving many unresolved problems.

In the same year, the government of Pakistan requested the United Nations Technical Assistance Administration (UNTAA) to provide experts for guidance (Ahmad, 1979; Iqbal, Khan, & Javed, 2004). The first UN advisor visited Pakistan in March, 1952, to assess the existing facilities and recommend the actions needed to start a social welfare programme, including the establishment of a School of Social Work (Rehmatullah, 2002).

Various problems became large concerns and challenges for both social workers and UN advisors working in Pakistan. The advisors and social workers questioned the level of awareness communities had about their problems. If people were aware, did they realize that they could improve their quality of life through problem-solving on a self-help basis? In addition, they considered the reasons for the depression of communities and the miserable lives of community members (Rehmatullah, 2002).

UN advisors were aware of the fruitful results of community development methods being applied in other developing countries. After making an assessment, they advised the government that a social diagnosis is essential for addressing social diseases. Furthermore, social diagnoses and remedies for the social diseases were possible through the actions of trained and competent professionals. They recommended starting social worker training courses as a first step towards community problem-solving (Ahmed, 1963).

2.6.1 Village-AID Programme

After understanding the severity of the problems and following the recommendations of the UN experts, the Pakistani Government took immediate steps towards both rural and urban development. In 1952, the Village-AID programme was launched to promote economic development in rural areas (Rafiq, 2003). This programme was assisted by

the Ford Foundation and the International Cooperation Administration based in the USA (Khan, 1985). This economic development-oriented programme was designed to improve rural communities through better agricultural production. Furthermore, it aimed to tackle ignorance, health problems and poverty by using the hidden capacities of rural communities on a self-help basis and through local leadership. It was also considered as a programme of the people, for the people and by the people (Government of Pakistan, 1957).

The Village-AID programme was run by the Ministry of Economic Affairs to cover a population of 140,000. According to Khalid (2006), every Village-AID operational unit was equipped with one development officer, two supervisors and village-level workers who worked in coordination with civil authorities and with technical staff from other concerned departments. The beauty of the programme was that it provided a people-led approach to solving their problems rather than having decisions imposed by the authorities (Hak, 1959). The programme was expanded to include various other development fields such as education, sanitation and cottage industries. Training institutes and academies were established for training village-level workers and administrators (Rafiq, 2003). According to Khalid (2006), the programme proved to be successful in rural development but was abruptly closed down by the military government in 1959. The social services part of the programme was handed over to the newly introduced local government system, known as the Basic Democracies.

The programme run by the Ministry of Refugee Rehabilitation for resettlement and rehabilitation of refugees had also a community development aspect. The refugees, who had come from India at the time of partition, were moved from slum settlements into government-built houses. The rehabilitation programme also aimed to provide them with education and health services. Seven rehabilitation officers were assigned to the

first in-service training course to provide training for achieving improved performance (Rehmatullah, 2002).

2.6.2 Nongovernment Organisations

Not only governments are capable of promoting social welfare and development in all regions and at all levels. Grassroots level groups or voluntary organisations are better at providing welfare and development at the community level, either through mutual coordination or with government assistance. Commonly, the term ‘NGOs’ is used for voluntary organisations operating independently from governments (Lekorwe & Mpabanga, 2007; Overseas Development Institute, 1988). Owing to their direct, immediate response to community needs and problems, the service delivery abilities of NGOs have become better than those of governments (Nzimakwe, 2008). The reason is clear, in that the organisation exists at the local level and has regular interactions with people in communities. Being part of local communities, the staff and managers of these organisations are immediately aware of any problems and of which solutions will provide direct or indirect benefits. Many authors, practitioners and academicians have defined and discussed NGOs. As the main concern of the study is the working practices of community development projects in Pakistan, a brief review on the organisations and their links to CDPs is included. Jaggernath (1995) cited by Nzimakwe (2008), defines NGOs as:

Private, self-governing, voluntary, nonprofit distributing organisations operating, not for commercial purposes, but in the public interest for the promotion of social welfare and development, religion, charity, education and research. Specifically excluded are organisations that promote the interests of specified individuals. (p. 91)

This statement clarifies the definition and purpose of NGOs in simple terms. The term 'NGOs' is synonymous with nonprofit organisations (NPOs), community-based organisations (CBOs), private agencies and civil society organisations (CSOs) in Pakistan, and also in many other countries. In Pakistan specifically, registered and unregistered societies, welfare agencies, trusts and nonprofit companies are considered as NGOs (International Center for Civil Society Law, 2010). A few organisations were engaged in welfare activities even before the creation of Pakistan (Khalid, 2006). Various needs and problems after independence resulted in a rapid increase in the number of voluntary organisations in Pakistan, and in Karachi alone more than 100 NGOs, excluding religious groups, were providing welfare services in 1953 (Rehmatullah, 2002).

Ahmad (1979) states that, with the minimum resources available at that time, the Pakistani Government was not in a position to deal with its various socioeconomic problems by itself. The government, on the advice of UN advisors, set two priorities for social welfare: to initiate community development projects to assist and encourage communities to identify and solve their problems on self-help basis; and to provide financial support for voluntary organisations engaged in welfare and development activities. The trainees appointed to pilot community development projects and other programmes promoted the idea of setting up voluntary organisations at the grassroots level. Kabir (1964) also recognized the joint efforts of the government and private organisations to meet the social needs of local communities.

Khan and Khan (2004) divided NGOs into three categories, according to their working styles in Pakistan. The first are welfare- and charity-oriented, which have little or no interaction with government and are involved at the community level. The second are community development-oriented organisations that emerged during the 1980s after the

failure of top-down development programmes. These organisations, unlike the first category, also delivered government services to communities. The third category, sustainable development- and advocacy-oriented organisations, emerged from the mid-1980s until the mid-1990s and focused on equitable development, empowerment and advocacy for socioeconomic change. Iqbal (2006) also defined three categories of NGOs on the basis of their function, i.e., welfare-oriented, religious and modern development-oriented organisations. The first two categories mentioned by Khan and Khan (2004) seem to be similar to the welfare-oriented organisations described by Iqbal (2006), and the third type of organisations in both systems have similar characteristics. The religious organisations categorized by Iqbal (2006) have different working styles and could be put into the first category (welfare and charity) on the basis of their charitable nature. Organisations have also been divided on the basis of their geographical coverage and types of services. Ideological conflicts also exist between religious and advocacy organisations, especially regarding human rights and women's issues (Iqbal, 2006). In any case, however they are defined, it is clear all kinds of organisations exist at grassroots level that address the needs and problems and promote welfare and development of communities.

2.6.2.1 Databases on NGOs

The number of voluntary social welfare agencies in Pakistan was 200 in 1955 and reached 4000 in 1965 (Government of Pakistan, 1965). The creation of the National Council of Social Welfare in 1956 was largely responsible for the rapid increase in the number of NGOs during late 1950s and afterwards. The National Council of Social Welfare launched a Grants-in-Aid programme to provide financial support for voluntary welfare organisations. NGO Resource Centre, Nayyar, and Arshad Zaman Associates (2000) reported that Grants-in-Aid programme initiation during the Second Five-Year Plan (1960–1965) and its expansion during the Fifth Five-Year Plan (1978–1983)

boosted the establishment of NGOs. The Promulgation of Voluntary Social Welfare Agencies (Registration and Control) Ordinance of 1961 also proved to motivate the registration of NGOs during the 1960s and afterwards. Although the government cut Grants-in-Aid budgets after 1983, foreign aid continued to promote NGO formation and registration in Pakistan (NGO Resource Centre et al., 2000). During the 1990s, the rebirth of democracy, privatization and deregulation, the globalization process, the international interaction of civil society and lack of government funds for social services increased the growth rate of NGOs (Pasha, Pasha, & Iqbal, 2002). Baig (2001) estimated that there were 10,000–12,000 registered and working voluntary organisations in Pakistan and that 59% of them were in Punjab Province. Different forces and factors have played as drivers for the community development organisations in Pakistan depending on socioeconomic, political, religious and cultural situations. Voluntary organisations launched more welfare activities in comparison to government institutions after independence. Civil society organisations provided immediate emergency services to the refugees who came from India (Asian Development Bank, 2009). In addition, the welfare and charity organisations also focussed on poverty reduction, education, health services, relief activities, women welfare and family planning (Iqbal et al., 2004). It could be argued that these issues and problems created motivation for the creation of more voluntary welfare organisations. Governments have not produced any clear policy about working and limits of private welfare organisations (Pasha et al., 2002). The grants-in-aid programme of the National Council of Social Welfare also accelerated the community development process and establishment of more organisations. NGOs working for child welfare, women welfare, youth welfare, recreation, family planning, social work training and rehabilitation of socially, physically and mentally handicapped were announced eligible for the grants-in-aid funding (Rehmatullah, 2002). Later, some more service areas were added for NGOs getting registration under the Voluntary Social

Welfare Agencies (Registration and Control) Ordinance, 1961 i.e., beggars and destitute welfare, patient welfare and old age welfare. During the first military government, promulgation of family laws added many women's welfare organisations. The officers appointed at the government run community development projects also mobilized local people to develop voluntary organisations in their areas (Rehmatullah, 2002). The women's movement in the 1970s also resulted many organisations initiating women's rights programmes. During Afghan War in 1980s, both human rights and religious factors drove people to form human rights and religious organisations. The military government was pro-religious and promoted religious organisations. On the other hand, more than 130 international organisations launched their welfare programmes in the North Western Frontier Province through local NGOs. These organisations focused on education, health, family planning, sanitation and rural development (Rehmatullah, 2002). Attraction for funding from international donors gave a big increase to the NGOs number during and after 1980s. It is also true that an endless cold war was also started between the religious and human rights and advocacy organisations. Now, well renowned international development organisations work directly or indirectly through local NGOs i.e., Save the Children, British Council, Care, Action Aid, World Vision, Oxfam, Muslim Aid and Asia Foundation (Asian Development Bank, 2009). Khan and Khan (2004) have listed service areas which are the major driving factors engaging community development organisations. These include education and research, civil rights and advocacy, social services, development and housing, health, culture and recreation, religion business and professional associations and environment. People at the grassroots level also get motivation from international organisations to establish NGOs (United Nations Development Programme, 2011).

Table 2.3 shows the emergence of different types of NGOs at different periods. In addition, it presents the factors and forces which encouraged the growth of voluntary organisations in Pakistan.

Table 2.3: Types of NGOs and Encouraging Factors to NGOs Growth During Different Periods

Period	Type of NGOs	Factors behind origin/growth of NGOs
1947-1958	A small number of voluntary organisations engaged in refugee settlement, poverty alleviation, healthcare, education, services for workers and peasants, women's issues and family planning etc.	Problems of refugees, unemployment, poverty, illiteracy
		Establishment of National Council of Social Welfare in 1956 for financial aid of organisations
1958-1971 (Martial Law Period)	Voluntary Social Welfare Agencies	Promulgation of Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961,
		Grants-in-aid program for NGOs through the provincial Councils of Social Welfare
	Non-profit religious organisations	The government took over Shrines and <i>Auqaf</i>
1971-1977	Trade unions	The government nationalized educational institutions and promoted trade unions
	Student Organisations	Educational reforms of 1972, encouraged student organisations in colleges/universities
	Women Organisations	The formation of The constitution of 1973 and UN declaration of Women year 1975
	Service delivery organisations	Continued to grow and work
1977-1999s	Religious organisations	Afghan war and the Islamization
	Human Rights and Advocacy Organisations	Afghan War, International funding for both war relief and human rights organisations
	Service Delivery organisations	State's failure in social welfare during mid 1980s, availability of public and international aid, liberalization in government policies after 1988, Government initiatives and support
1999-onwards	Religious organisations	Continue with same pattern with addition to war against NATO and Internal tension between religious and secular forces
	Human Rights and Advocacy Organisations	International funding , government liberal policies and emergence of liberal forces in country
	Service Delivery organisations	International funding and aid, liberalization in government policies after 1988 and Government initiatives and support

There are various, different estimates and figures for the total number of registered and unregistered NGOs in Pakistan. Table 2.4 shows the different estimates of registered

and unregistered organisations operating in Pakistan. These estimates have been given along with the year of their publication.

Table 2.4: Estimated Number of NGOs during different times in Pakistan

Source	Estimated NGOs Number	Registration
Rehmatullah (2002)	55789	(Registered/unregistered)
Rafiq (2003)	14000	(Registered)
Rabbani (2004)	44000	(Registered/unregistered)
(Asian Development Bank, 2009; Ismail, 2002; Ismail & Baig, 2004; Khan & Khan, 2004)	45000	(Registered/unregistered)
Akbar (2010)	45000	(Registered/unregistered)
Naviwala (2010)	60000 to 70000 in 2001 and 100000 in 2009	(Registered/unregistered)
Khalid (2006)	5003 (Dictionary of Social Welfare Agencies, 1987)	Registered with CDPs

2.6.2.2 NGO Registration

Various NGO registration laws exist in Pakistan. International Center for Civil Society Law (2010) reported that 22 laws deal with the existence, registration and working of private organisations in Pakistan. Some registration laws existed before the creation of Pakistan and are still in enforced. Five main laws deal with the registration of nongovernment organisations in Pakistan (Ismail, 2002; Smith, Shahjehan, & Khalid, 1993). The Societies Act of 1860 is considered to be the first and oldest registration law, which was enacted during the British Rule of India (Ismail & Baig, 2004). The Trust Act of 1882 also provides legislation on the registration of trusts and legal protection for their charity work (International Center for Civil Society Law, 2010). The number of NGOs working as trusts in Pakistan is not large. Societies, trusts and organisations have been registered under both laws until now. The Cooperative Societies Act of 1925 also legislates on the registration of private organisations (Saeed, 1999).

The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961 has provisions for registering all of those organisations providing social welfare services (Government of Punjab, 1982). Under this ordinance, voluntary welfare organisations obtain registration through the provincial Social Welfare Department. The community development projects (CDPs), which are the focus of this study, are the first gateway through which NGOs could apply for registration under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961. As part of the Social Welfare Department, CDPs receive, verify and process registration applications. Registration authorities are given many powers by the ordinance regarding the registration and working of voluntary welfare organisations (Ismail & Baig, 2004).

The Companies Ordinance of 1984 (Section 42) also deals with the registration of companies involved in social services, sports, religious activities, science, art, commerce and charity works. Ghaus-Pasha, Jamal, and Iqbal (2002) argue that most organisations are registered under the Societies Act of 1860.

2.6.3 Local Government Systems

The role of local government is significant in development and problem solving at the local level (Ahmad & Talib, 2010b). Arif, Cartier, Golda, and Nayyar-Stone (2010) view service delivery by local government as a better system for improving the quality of life. According to Ahmed (1963), local government represents the local people and their needs and problems, and delegates powers from the government authorities. She considers local government to be vital for community development programmes to interact with local communities. Most local government systems were introduced during military regimes (Paracha, 2003). In 1959, the first military government launched the Basic Democracies System to involve grassroots people in the management of their affairs through a new system of local government (UNESCAP, 1999). The system was

set up in both rural and urban areas through promulgation of the Basic Democracies Ordinance of 1959 and the Municipal Administration Ordinance of 1960, respectively (National Reconstruction Bureau, 2006). The Basic Democracies and Village-AID programmes remained and worked under the same ministry (Ahmed, 1963). She writes that the government tried to develop coordination between the local government and community development projects to avoid any functional overlap. Unfortunately, local government legislation designed in 1972 and 1975 could not be launched through elections. In 1979, the military rule introduced a new local government system through provincial ordinances (Pakistan Centre for Philanthropy, 2007). Urban areas contained four levels of government, while rural areas had three tiers reaching the grassroots level. Local government systems introduced in 1959 (Basic Democracies) by General Ayub Khan, in 1979 by Zia-ul-Haq and in 2001 by General Musharaf were also described as decentralization and local development. According to a report by the National Reconstruction Bureau (2006), the local government systems of 1959 and 1979 were based on the principle of the office/king relationship and were controlled by bureaucrats and military powers. The Local Government System of 2001 focused on local community development through involvement of people at the grassroots level. The provision for CCBs (Citizen Community Boards) in this system allowed local communities to launch development projects in partnership with local government (Rafiq, 2003). CCBs are a major community development component of local government system and will be discussed later in this chapter. Ahmad and Talib (2010b) consider that a democratic government working alongside a local government to be the ideal system, but a lack of continuity has led to a major failure in local government systems. During all democratic government periods, local governments were absent or rarely seen, which clearly supports the arguments of Ahmed and Talib. On the other hand, it seems to be correct that military governments have tried to obtain legitimate

positions through local government systems, as reported by the Pakistan Centre for Philanthropy (2007).

2.7 Community Development Projects

Rashid (1965) viewed that social welfare programme was initiated on an experimental basis for the trainees of the first in-service training programme in 1952–1953. This provided fieldwork practice for trainees, but without a predetermined plan, design and written guidance. This experimental community development practice was guided by the ideas and the enthusiasm of the trainers and the UNTAA team. The written reports on community development programmes being carried out in other countries, for example India, the Philippines, Ghana, Brazil, Mexico and Egypt, also provided guidance for this experimental training programme (Rehmatullah, 2002).

The experimental urban community development training programme was located near to Karachi at Haji Dilboth Goth, in the greenbelt area of Malir, which contained many other villages. These greenbelt areas supplied vegetables and fruit to the heavily populated city of Karachi. The Village-AID settings could not be selected for the experimental community development programme owing to their rural nature. Village-AID settings were located away from the city and it was impossible for trainees to go and work there. After selecting the site, two groups of trainees were placed there and it was named a ‘demonstration project’ owing its experimental nature. Both women and men groups were to make regular visits to the project (Rehmatullah, 2002). The aim was to apply community development methods at a grassroots level, as was already being practised in Village-AID programmes (Hak, 1959).

The demonstration project was challenging for the trainees because they had to make local communities aware of and motivate them towards problem-solving on a self-help basis. The results of the trainees’ interventions in that community were positive and

fruitful. The women were keen to learn and adopt the new methods to improve their own and their children's health. Lectures and training programmes were provided on the subjects of health and needlecraft, respectively. Adult literacy was also part of the needlecraft training programme and, on the whole, the programme was successful. The experts, along with the students, visited and stayed in the community for the purpose of helping and training the women, especially in reading, writing and handicraft. The handicraft products were later sold at bazaars and exhibitions and the money raised was put into the capital funds of the project (Rehmatullah, 2002).

The experimental training project was also considered to exemplify the high quality of training and working practices undertaken by the trainees placed at the demonstration project. The project training course resulted in the provision of adult literacy classes for males and females, a health centre and a handicraft centre and associated markets for selling products. The beauty of the projects was that it was owned and managed by the communities themselves. After observing its success, the government appointed two social workers to the project. The experimental project was closed in 1954 one year after the end of training, mainly due to lack of transportation funds. This project strengthened belief in the self-help process and provided guidelines for the setting up of further community development projects.

Before the expected closure of the first training course in April 1953, the government authorities made the decision to start a follow-up course (Rehmatullah, 2002). Their idea was to select another field site in a slum area of Karachi with the purpose of 'learning by doing' and applying the self-help principle. A group of experts visited a Karachi slum, known as Lyari. This area was an old fishing village which had become part of the city following population expansion. The local people faced problems of illiteracy, ill health, squalor, misery and crime. This location seemed to provide a new

and bigger challenge to social workers. Following the experts' report, Lyari was selected as the site for the second community development project, which had different social conditions and problems compared to Haji Dilboth Goth.

It appeared to the social workers that local people were without hope, frustrated and deprived and therefore had no desire to improve their lives through their own efforts. The community had divided into groups on the basis of tribes, commune and religious sects, mainly owing to poverty and deprivation. At the end of 1953, the UN consultant for Urban Community Development also visited the Lyari community. The trainee social workers used a socioeconomic survey to collect information about the community's structure, population characteristics and social and tribal conflicts. The group meetings of trainees with groups from the local community and the face-to-face meetings with individuals were proved to be helpful for identifying their fears, problems and reasons for their hesitancy. This information was shared and discussed during course sessions and a suitable project framework was decided (Rehmatullah, 2002)..

At the initial stages, the Lyari community was unclear about the reasons for the visits by the UN experts (who were accompanied by a group of students). They thought that outsiders were there to provide financial help. It took time for the community to realize the real objectives of the programme. The experts and students conducted individual and collective meetings to inform people about the self-help process.

This project was also used as a community development demonstration project, as experts were uncertain about its successful results owing to the very depressed conditions of the site (Abbas, 1969). According to Rehmatullah (2002), local people very soon realized that these outsiders did not have any vested interests in the project other than helping the community members to help themselves. This realization led to the local community's acceptance of the trainees and the start of its cooperation. They

became motivated and ready to utilise human and material resources to improve their lives. The local people keenly participated in community meetings and also started to identify their needs. The Lyari project area was divided into five sub-areas, in which local leadership had emerged. A committee comprising local people represented each area and all committees were placed under the Lyari Citizens' Advisory Council. The advisory council acted as a platform for receiving reports from all area committees and for develop suitable advice to be followed at the grassroots level. Similarly, Ladies Centres were initiated to deal with problems related to women and for improving their lives (Hak, 1959).

The trainees focused on guide people in communities to organize new groups for problem-solving activities and helped the existing community groups to enhance their performance. They also trained local people to identify their felt needs and the resources available to address them. The students played a liaison role between the community and government departments and encouraged community participation in self-help projects. The practical work performed by the trainees and the written documents on development were considered as guidelines for this community development project.

The Lyari Citizens' Advisory Council initiated various types of welfare services using finances raised from the local community. These welfare activities included the provision of literacy centres, women's industrial centres, an information centre, libraries, a veterinary clinic, the construction and repair of schools, grants for recreational activities, games, children's recreational parks, citizen training programmes and street-cleaning campaigns (Hak, 1959). Similarly, the area committees also raised funds and responded to their felt needs. The motivation and participation of the local people was demonstrated by their cooperation in fundraising. The major development focus by all area committees was education. The committees of all five areas allocated

funds for land purchase and for the construction, repair and renovation of schools, according to their felt needs. All projects were initiated by the local communities but government departments were also involved when and where needed. Figure 2.1 shows the participation of both males and females at levels ranging from government to the local community.

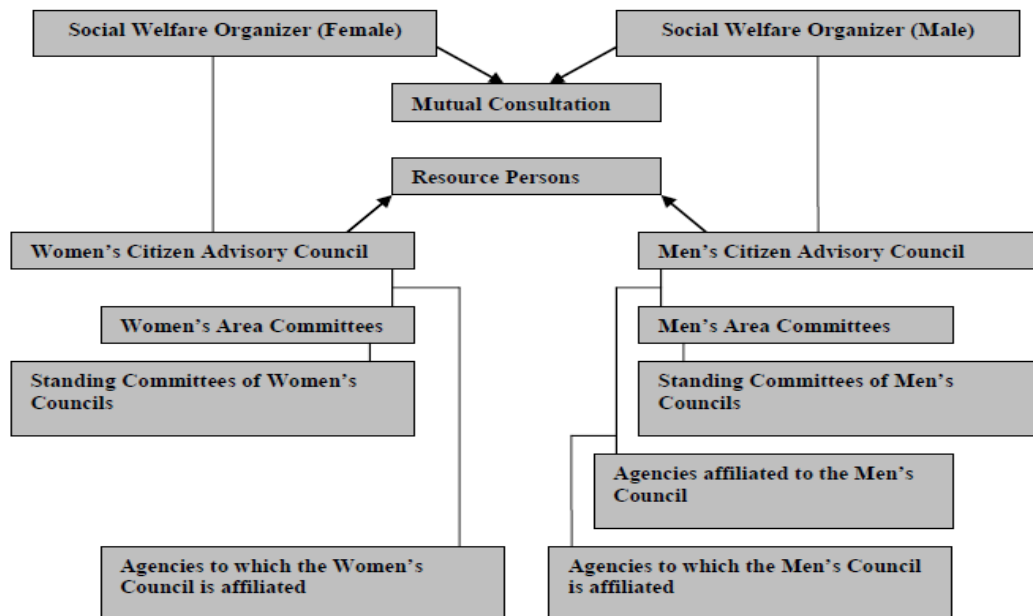


Figure 2.1: Administrative Structure of Urban Community Development Project (1962).

Source: Ahmed (1963, p. 309)

As for men, the participation and welfare of women were also considered to be very important for the success of the demonstration community development project. After gaining confidence in the team, women were willing to participate in group discussion about their problems and needs. They wanted to obtain literacy services, schools, day care centres, playgrounds and women's and children's clinics.

Women's committees were also formed, comprising motivated women. Prior to this, women were subjected to different conflicts, such as class conflict and conflicting interests. The team was successful in making the women realize that they could act together to address common interests and welfare issues. Literacy was a common need of all of the women to enable them to move forward. The trainees found that women

could utilize their embroidery and handicraft skills to make a joint start. As a result, industrial-cum-literacy centres were started for training and production purposes, purely on self-help basis. Thus, the utilization of their own physical, material and financial resources became a source of income for the women.

According to Ahmed (1963), these quite unique techniques used for human and material resource mobilization made this project the first of its kind in the world. The successful demonstration community development worked as a practical laboratory for community development training. It was visited by many government officers and both national and international social workers. The project became a model for future community development projects set up in East and West Pakistan.

The UNTAA helped to establish the Department of Social Work at the University of the Punjab, Lahore, with the purpose of training professional social workers (Rashid, 1965). Initially, it led to a two-year postgraduate diploma in Social Work, which was later replaced by a postgraduate master's programme. An urban community development project was set up in Misri Shah, Lahore, based on the same pattern as the successful Lyari project. The Misri Shah project provided fieldwork training for university students, in addition to urban community welfare. This community development project was also successful in improving the lives of local people.

Community development was also carried out in Dhaka, the capital city of the East Pakistan which is now Bangladesh. A nine-month community development training programme for 45 trainees was started in 1955. Later, the School of Social Work affiliated with Dhaka University started to offer undergraduate and postgraduate courses in social work to fulfil the personnel requirements of community development projects in East Pakistan (Ahmed, 1963). The Kayettuly slum area in Dhaka was selected for field training in community development methods (Hak, 1959). The lessons and

experiences obtained from the successful Lyari project helped trainees to initiate this project. The self-help approach resulted in the provision of clinics for women and children, vocational sewing centres, reading rooms, cleaning campaigns and film shows.

Women's participation was also encouraged in the project activities. The women enthusiastically played an active role in forming and running a neighbourhood council in Kayatully. The participants planned many future activities, such as providing recreational centres for children, nursing classes, first aid training, home economics training and literacy centres for women and children. The government appointed a trained female social worker to implement these plans. The trainees and community members performed very well during the annual floods in Dhaka. They made human and material recourses available on a self-help basis, without waiting for assistance from the government side (Hak, 1959). He further viewed that as part of the Kayatully Community Development Project, the neighbourhood council played a role in coordinating men's and women's organisations and fundraising to provide night schools, literacy centres, children's recreation facilities and milk distribution.

In 1954, the government sanctioned six posts for professional social workers to undertake three pilot community development projects in Karachi, Lahore and Dhaka. Following the success of the pilot community development projects, the Government of Pakistan requested UNTAA to place one consultant in each of these pilot projects (Rehmatullah, 2002).

The successful beginnings of community development in newly formed Pakistan led to the organisation of conferences and seminars on the subject. An International Regional Seminar on 'Training for Community Development' and a National Conference on Social Welfare were conducted in 1955 in Karachi. Furthermore, the Government of Pakistan, UNTAA and the ICA (International Cooperation Administration) organized

four national and international seminars on community development in Dhaka and Lahore (Abbas, 1969). Many community development experts participated and shared their knowledge with participants. In addition, the government sent officers to different countries to learn about the types of community development being practised in those countries (Rehmatullah, 2002).

Rehmatullah (2002) states that three international and regional conferences were organized during the late 1950s with the participation of the UN and South Asian and other countries interested in community development. Of the definitions of community development discussed in conferences, Pakistan accepted the following with some modifications:

The process by which the efforts of the people themselves are united with those of the Government authorities to improve the economic, social and cultural conditions of communities to integrate these communities into the life of the nation and to enable them to contribute fully to national progress. (Rehmatullah, 2002, p. 252).

After the successful experiences of community development, this was an appropriate time for UN consultants and experts to define and write about the method. The first written document was 'Community Development Demonstration and Training Project: Scheme for Demonstration of Urban Community Development in Dhaka, June 1955', which provided a detailed plan with objectives and guidance for their implementation. The objectives discussed included training people in self-help and identifying needs and resources, methods to meet needs, ways to coordinate plans and services between government departments and private agencies and ways to avoid duplication of services. The document also aimed to fill gaps between the government and communities using workable channels. The ideas about people-led community development were also discussed and justified.

This document provided details of community development steps, including intervention in communities, mobilization and participation of men and women, designing community councils, coordination among existing community groups, provision of leadership training, survey methods and project management and evaluation. This was the first document which recommended '35,000 population coverage' for a community development project.

Realizing the need for guidance on community development fieldwork, a manual was prepared in consultation with UN experts and fieldworkers. This document, entitled 'A Manual for Community Worker, Community Development Staff' included real fieldwork experiences and provided guidelines to improve the performance of the urban community development projects (Rehmatullah, 2002). It also provided details of the community development process, with explanations of each step. Guidance was provided on the role of community workers and methods for surveying community councils and committees, communicating with community groups and keeping statistical records. Although the manual was used by the community workers, it was also valuable for social work students at universities.

In 1961, under the Ministry of Social Welfare, a separate Directorate of Social Welfare was set up to monitor and supervise the activities of all social welfare institutions, including CDPs (Abbas, 1969). Following the same pattern, provincial directorates were established with a clear hierarchy of deputy directors, assistant directors and SWOs (Social Welfare Officers). The directorates were authorized to appoint, promote and transfer officers from a welfare project to another. After the separation of East Pakistan to form Bangladesh in 1970, West Pakistan was again broken up into four provinces: Punjab, Sindh, North-West Frontier Province and Baluchistan. Khalid (2006) states that the major responsibilities of the provincial directorates included welfare and

development programmes and NGO registration. After promulgation of the Voluntary Social Welfare Agencies (Registration and Control) Ordinance of 1961, the directorates became as NGO registration authorities.

2.7.1 Establishment and Growth of CDPs

The growth of the CDPs in cities in West Pakistan was remarkable. The setting up of more projects was also encouraged by experts, who admired the system of community representatives taking joint responsibility with government for urban improvement. Some changes in the working pattern of community councils had occurred, but all newly started projects were still community run without government influence (Rehmatullah, 2002). Two more community development projects were set up in Karachi during 1954–1955 in Baghdadi Shah Beg Lane and in Khada Nawabad (Abbas, 1969). In the Lyari Demonstration Community Development Project, community council members had been taken from area committees existing at the grassroots level. The council members for the two newly started community development projects were members of voluntary agencies working in those areas.

The community development projects remained an important consideration in the five-year plans. The expansion of community development and statistics about the projects in Pakistan can be traced through the five-year plans. The First Five-Year Plan (1955–1960), prepared by the Planning Commission, was launched in 1955. This was actually a development plan for both public and private sectors of the economy, with proposed targets and budgets. The government allocated 17% of its funds to housing and settlement, education, health, social security, community development and various other social welfare programmes (Ahmed, 1963). According to her, the budget for human development was low but it showed that the government realized the importance of social planning. Rehmatullah (2002) stated that the success of the experimental

community development projects made the government realize the importance of the human development process. According to Kabir (1964), urban community development projects were considered to be the single most important factors towards providing community social welfare in the country in the First Five-Year Plan. The First Five-Year Plan (1955–1960) recommended the establishment of 70 community development projects during that period and allocated a budget of Rs 1.33 million for that purpose (Government of Pakistan, 1957). It also proposed to develop a coordination mechanism between Village-AID and Urban Community Development programmes and to make this activity a major part of the proposed ‘National Social Welfare Board’. Funds for the salaries of two social workers for every project were sanctioned in these plans, and this was later expanded to include salaries for other assisting staff.

According to Government of Pakistan (1960), 12 urban community development projects were started in East Pakistan during the First Five-Year Plan (1955–1960). The Second Five-Year Plan (1960–1965) added more 40 projects in East Pakistan (Government of Pakistan, 1965). Unfortunately, although the Third Five-Year Plan (1965–1970) included provision for the initiation of 25 projects, none of these were started in East Pakistan (Government of Pakistan, 1970). The Fourth Five-Year Plan (1970–1975) proposed 68 more urban community development projects in East Pakistan. All of the existing 52 CDPs set up before 1970 in East Pakistan had project councils composed of representatives of the local government (Basic Democracies), voluntary welfare organisations and government departments. During that period, East Pakistan became separated from West Pakistan and it obtained independent status as Bangladesh in 1971.

In West Pakistan, 43 urban community development projects were established by the end of Second Five-Year Plan (1960–1965) and the next plan (1965–1970) proposed 40

more projects. By the end of the Third Five-Year Plan, the number of CDPs had reached 111. The Fourth Five-Year Plan suggested that nine more CDPs should be set up during 1970–1975 (Government of Pakistan, 1978). After the separation of East Pakistan, the Fifth Five-Year Plan proposed 149 more CDPs (60 in Punjab Province, 20 in Baluchistan Province, 30 in North West-Frontier Province, 30 in Sindh Province, 6 in the Federally Administered Northern Area and three under the Federal Ministry of Health, Social Welfare and Population Planning). Community development projects, among other social welfare programmes, remained a top priority of the West Pakistan Government. The Sixth Five-Year Plan (1983–1988) suggested continuing the work of the existing CDPs, but with no additions (Government of Pakistan, 1983). The Seventh Five-Year Plan (1988–1993) proposed the establishment of new urban CDPs in slum areas (Government of Pakistan, 1988), while the Eighth Five-Year Plan (1993–1998) emphasized the need to establish CDPs in both rural and urban areas in order to mobilize community resources to meet social needs (Government of Pakistan, 1993). The current number of urban community development in Pakistan is 214 (Khalid, 2006). Directorate General Social Welfare Punjab (1985) and Government of Punjab (1982) stated that 133 community development projects were in place in Punjab Province. This number remains the same today, which shows that after the Fifth Five-Year Plan (1978–1983), no additional community development projects have been established in Punjab.

2.7.2 Working and Services of the Community Development Projects

Over time and with the increasing number of the community development projects, new services were added. Women's centres started under the projects promoted discussions on income generation, women's health, hygiene and other social issues (Rehmatullah, 2002). Preschool education and informal schools were initiated in response to the felt

educational needs of children and youths. Many community development projects used to arrange free eye camps for poor people, and community councils under CDPs also started dispensaries and maternity and health centres. National and international events were celebrated to aware the local people. The self-help approach remained the basis of the community development programme during the early decades. The community councils at grassroots level under the CDPs provided numerous services for benefits of communities (Ahmed, 1963).

The services of the CDPs encouraged voluntary social workers and gave rise to numerous private welfare agencies throughout the country. The voluntary welfare agencies launched various welfare programmes such as schools, maternity and health centres and vocational programmes. Although some voluntary agencies were engaged in providing welfare services to poor communities during the early days of Pakistan, it is also true that the emergence of NGOs was the result of successful development programmes in the form of the CDPs.

Initially, the government only paid the salaries of the community organizers (officers), as government employees, at the community development projects. Other workers were paid by the community councils from funds collected from the communities. During the Second Five-Year Plan (1960–1965), community development projects started to receive office budgets for typewriters, junior clerks and stationery. After 1972, the provincial governments started to pay the salaries of three auxiliary workers appointed at each community development project.

According to Hak (1959), the government appointed two social workers (one male and one female) to each community development project during the early days (as shown in Figure 2.1). Their roles and responsibilities had been increased over time and changed with changing government policies. Their roles were not limited to dealing with

community councils; they also had to verify NGO registration credentials, work on government grants for NGOs and monitor and supervise NGOs and community centres. It was decided to set a population coverage limit of 35,000 for each community development project. Another development was the replacement of the 'Social Welfare Organizer' designation with that of 'Social Welfare Officer'. After promulgation of the Local Government Ordinance of 2000, the designation of 'Social Welfare Officer' was changed to 'Deputy District Officer Social Welfare'. Similarly, the pay scale for officers until the 1980s was 16, and this has now been upgraded to 17 for gazetted officers. The important point to note is the role of the community development worker as a catalyst of change and an enabler has changed to that of a government officer.

The approach, methodology and practice of community development in Pakistan, with special reference to CDPs, have been changed according to changing community needs, as well as political and administrative changes. The self-help principle was basis of the success of the pilot community development projects (Ahmed, 1963). Community development experts believed that need and resource identification and problem-solving decisions should be done by the community itself. Outside aid was needed to supplement local resources to ensure the sustainability of community-initiated welfare activities. The timing and volume of the outside aid are considered to be very important, as 'too much, too soon' can affect real community development (Rehmatullah, 2002).

The development principle of self-help became aided self-help a few years after the inception of the community development programme. Many international organisations (UNICEF, CARE, Ford Foundation, ILO) came forward to assist the development programmes and welfare activities launched under the CDPs (Hak, 1959). First of all, UNICEF made an intervention in Pakistan and played a vital role in improving women's welfare. It mobilized women for social development, education and health and

raised their awareness about social problems. The women's industrial homes were provided with sewing and knitting machines and other equipment by UNICEF. This assistance motivated women and also enhanced their incomes. In addition, UNICEF provided vehicles, motorbikes and minibuses for transporting community members and SWOs in the field. The development programmes initiated by the community councils were strengthened by such UNICEF assistance, which lasted until 1978 (Rehmatullah, 2002).

She further says that the Cooperation Assistance for Relief Everywhere (CARE) also provided assistance to the community centres established under the CDPs. CARE facilitation included the provision of sewing and knitting machines, carpentry tools, first aid boxes, electrical kits, school kits containing books, gardening kits and recreational equipment. This support continued until 1970. Similarly, the Ford Foundation and the Asia Foundation provided library books to some community development projects.

The National Council of Social Welfare and the provincial councils of social welfare were formed to provide financial assistance to deserving voluntary welfare organisations (Government of Pakistan, 1994). This assistance is termed 'Grants-in-Aid'. Initially, the aid provided the salaries of teachers and other workers in the community councils. The Grants-in-Aid programme continues and the NGO aid applications are verified and processed by the officers appointed at the CDPs. Financial assistance from the Karachi Municipal Corporation in the form of small grants was provided for setting up libraries and recreational activities in community development projects. Some community councils under the Lyari project were also given special grants.

The government also played a role in developing new and strengthening existing welfare programmes under the CDPs. During the period of the first Martial Law, the

government constructed 14 community centres in the areas of Korangi, Karachi and New Karachi for the rehabilitation of the refugees. The community centres were used specifically for women's welfare and children's welfare, as well as for general adult welfare. The government handed over these community centres to the Social Welfare Department (Rehmatullah, 2002).

2.7.3 Training of Community Development Project Staff

As discussed earlier, the training of staff for community development was initiated as far back as 1952, after the arrival of UN advisors in Pakistan. There was a need to establish a proper training institute after completion of the in-service training provided by demonstration CDPs. In 1963, the Child Welfare Training Institute was set up following a joint agreement between the United Nations Department of Economic and Social Affairs and UNICEF in Lahore (Government of the Punjab, 1990). The institute offered short-term courses for volunteer leaders, administrators, office bearers and organizers of NGOs providing child welfare services. After the expansion of CDPs in West Pakistan, training courses for fresh university postgraduates appointed as officers and refresher courses for existing officers were offered in 1966–1967 (Government of the Punjab, 1990).

The SWOs are the key professionals of the Social Welfare Department working at the grassroots level in communities. As fresh postgraduates, they are inducted into the service and posted as officers at the CDPs (i.e., DDOs). Following recruitment, they are immediately called to the Training Institute for completing their training in all aspects of their jobs, including understanding their responsibilities as civil servants. Until 1986, Refresher Courses for Mid-Level Officer, Refresher Courses for Social Welfare Officers (DDOs), Office Management Courses for Clerks, and Accounts & Administrative Courses for Office Assistants, NGO Courses and Community

Development Courses for Auxiliary Workers were held. After 1986, courses on Emergency Relief Work for NGOs were also added.

The Young Officers Basic Courses for newly recruited SWOs included the subjects of philosophy and the principles and methods of community development. The planning of programmes and services in community development, surveys, leadership and the job description of the SWO and their staff were also taught. Refresher Courses included various topics including policy making, voluntary social work, personnel management, project planning, office management and budgeting. Community Development Courses offered to auxiliary workers and SWOs included the following subjects: methods of community development, functions of community councils, NGO registration, membership, NGO elections, community needs, project formulation for social services, evaluation, voluntary social welfare work, financial and technical assistance to NGOs, social welfare legislation, job descriptions of SWOs, the role of auxiliary workers at CDPs and field visits. Office Management Courses for Clerical Staff were also offered that included management, accounts and service rules.

2.7.4 Evaluation of Community Development Projects in Sindh Province

A committee was formed in 1970 with the purpose of evaluating social welfare programmes including CDPs in Sindh Province. The committee visited various institutions run by the Directorate of Social Welfare, Sindh, officers and voluntary welfare organisations (Khalid, 2006). The observations and recommendations made by the committee on CDPs influenced the future direction of community development programme generally in Pakistan and especially in Sindh.

The committee found that population coverage of 35,000 was insufficient for the two SWOs appointed to a CDP. The evaluation report revealed the failure of projects to

identify the magnitude of problems, the lack of resources for problem-solving and the diffuse or nonexistent objectives, which could result in a loss of motivation by the workers. Furthermore, the committee reported that the government funding was only sufficient to cover the salaries of staff at the CDPs, and did not cover welfare services and other activities at the local level (Directorate of Social Welfare, 1971).

The committee recommended that the Sindh Government should take action to improve the organisation of community development projects (Rehmatullah, 2002). It suggested withdrawing SWOs who had served for five years or more at a specific CDP. No further establishment of the community development projects was recommended. It also recommended that services and programmes, currently done by the community councils, should be handed over to community members. They also recommended raising the pay scales of SWOs. The Government of Sindh took immediate action to meet the recommendations, but faced strong resentment from both SWOs and the local communities. The officers rejected the report recommendations, saying that they were unrealistic. Community members also rejected the recommendations, as they believed that welfare activities and projects needed partnership between communities and government. As a result, the Sindh Government reversed its decision and decided to restructure the community development programme rather than pulling it down. An in-house evaluation was carried out by officers in the Social Welfare Department with the aim of identifying problems and solutions.

The in-house departmental report found that role of SWOs at CDPs was limited to that of enabler and motivator, as community development is not designed to providing direct services, but rather to enable people in communities to become self-reliant through the principle of self-help. It was observed that motivational role was very limited when SWOs were unable to play constructive roles in service delivery. The role of the officers

was conditional with on the willingness of community councils. However, community councils depended on external aid and were also exploited by their leaders, who had their own political interests. Most of the leaders of community councils went on to become local government politicians. Under these circumstances, community councils and SWOs appointed to CDPs were chasing community councillors.

The findings of in-house evaluation agreed with the committee report that a CDP covered a limited population coverage (35,000 people), and that community size affected the effectiveness of the officer appointed. In the meantime, with the increased responsibilities of the Social Welfare Department, SWOs were now required to register, supervise, promote and monitor voluntary welfare agencies. The ability of the officer to perform the necessary work effectively was reduced when the population coverage was greater than 35,000 and there was only one community council. Following an expansion in services, population and geographical area, it was impossible for a community council to generate enough resources to deliver the services required.

A lack of community participation in development programmes of the CDPs was also identified as a problem. Participation was limited to only community councils, in which the council leaders represented the decision-making authorities; community members had no role in problem identification and decision-making. Another weakness of the community development projects was the frequent transfer of SWOs. These transfers discouraged the creation of lasting links between the CDPs and communities.

This lack of links and a lack of coordination between local government agencies and community councils also minimized the results of CDPs. The gap between community councils and local government made community councils powerless. A major reason for this gap could be the various political and administrative changes that took place within the country, especially changes to local government systems.

After the in-house evaluation, the community development programme was reorganized in line with various recommendations (Rehmatullah, 2002). Reorganisation of the community development programme emphasized the importance of continuity and strengthening CDPs through widening the role of the SWOs from ‘enabler’ to ‘doer’ and expanding geographical coverage. It also stressed that community councils should be more active and that local government institutions should be more actively involved in community development. Resource mobilization at the grassroots level and networking with voluntary welfare organisations were also recommended as future strategies. In accordance with the in-house suggestions, social welfare committees were formed at divisional, district and subdivision levels with the purpose of developing links with other government departments and voluntary welfare organisations. These committees were chaired by government administrative heads and SWOs were designated as secretaries. According to Rehmatullah (2002), the CDPs survived and continued but could not continue the actual ideological base and self-help principles. She highlighted two methods of development being practised in community development projects in Pakistan. The first was to develop a community’s resources to achieve long-lasting changes without external aid and the second one was to make a large capital investment in community development.

2.7.5 Community Development Projects and NGOs

Earlier in this chapter, the story of CDPs was discussed in detail. At the beginning, these projects served to motivate and provide guidance to people in communities to help them to address their socioeconomic problems on a self-help basis, and also mobilized the organisation of voluntary groups and organisations. During the late 1950s, it was felt that the Societies Registration Act of 1860 was outdated and inadequate to register and oversee voluntary welfare organisations (Rehmatullah, 2002). The National Council of

Social Welfare stepped forward to provide adequate legislation related to NGOs. It was decided to engage the provincial social welfare departments in the NGO registration process. As a result, the Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961 was enacted, with the main purpose of controlling and regulating the working of NGOs (Iqbal et al., 2004). The CDPs were given the major official job of registering, assisting, monitoring and controlling social welfare organisations. Although CDPs provide some other services, the projects mainly deal with voluntary welfare organisations. In other words, a major part of community development work is carried out by the NGOs under the supervision of the CDPs.

There were reported to be 3156 NGOs (2182 registered and 974 unregistered) in Punjab Province (Directorate General Social Welfare Punjab, 1985). The number of registered NGOs through CDPs reached 5216 in 2007 in Punjab (Punjab Social Services Board, 2007). According to figures collected before data collection for this study in 2010, there were nearly 6000 registered NGOs in Punjab.

2.7.6 Present Forms of Community Development in Pakistan

Community development practice has continued in different forms, with different names and approaches and at different levels throughout the history of Pakistan. The CDPs and the Village-Aid programme provided the basis of community development in urban and rural areas, respectively. The local government system (Basic Democracies) introduced in 1959 also had provision for grassroots level development. The growth of existing and the emergence of new voluntary social welfare organisations were considered an addition to the welfare and development sector of the country. The number of organisations increased continuously following the establishment of the National Council of Social Welfare and Grants-in-Aid programme for organisations.

In addition to the work of NGOs and CDPs under the Social Welfare Department in Pakistan, the Local Government System of 2000 introduced CCBs. According to Chohan (2007), the Local Government System, promulgated in 2000, admitted the role of decision-making powers at the grassroots level by permitting proactive people to actively participate in local development. The Citizen Community Board is an important community development component of local government, and this bottom-up development approach has been introduced equally in both urban and rural areas (National Reconstruction Bureau, 2002). A CCB is formed by locally-based, non-political members as a nonprofit organisation and association with purpose to initiate local level development and is registered by the office of Executive District Officer Community Development following the Local Government Rules (Paracha, 2003). Haq (2008) estimated that there were more than 40,000 CCBs in Pakistan in 2008.

About 25% of the local government annual budget is reserved for CCB projects planned by CCBs for development in their local areas. The beauty of CCBs is that if 20% of the cost is raised from community members, then this ensures that the remaining 80% is provided by a local government fund reserved for CCB development projects (National Reconstruction Bureau, 2002; Paracha, 2003). Hence, having a share in community projects encourages people to take responsibility for implementing development projects correctly and taking ownership over it. Chohan (2007) points out the political involvement in awarding CCB projects and making biased decisions regarding the funding of CCBs. He further says that personal interests are more dominant than welfare considerations and that CCB projects are granted to benefit political friends.

2.7.7 Socio-political Factors and Changes in Community Development Modes

The short history of Pakistan has witnessed numerous changes in community development programmes and even in community development approaches. These

changes have been caused by international and national developments, political changes within the country and the changing needs of people in the communities. The 'self-help principle', the soul of community development, lost its originality after the inclusion of external aids for development at the local level. The community councils started hoping for external funding and resources for their development schemes, rather than promoting self-help and local resource mobilization at the grassroots level. The Grants-in-Aid programmes run by the government through the establishment of National and Provincial Councils of Social Welfare to fund voluntary organisations created dependency. The Zakat funds were also available for development projects of the community councils. Zakat is a fundamental pillar of Islam, by which rich people are bound to pay a religious tax (of 2.5%) on their annual savings. This was a big change in the mode of community development, as welfare services and development programmes were designed and launched by the donor agencies instead of in response to the felt needs of the people. It was a shift from the bottom-up community development approach towards a top-down approach. According to Rehmatullah (2002), a sense of belongingness towards any development project and the community participation principle was defeated by external interventions. The meaning of community participation has also been changed, as participation by members of community councils who were also local community leaders and voluntary welfare organisations was considered to be community participation. The community councils played a vital role in identifying the local needs and problems, and in solving these problems through local resource mobilization and participation. These councils also provided and trained community leaders, and many of them were elected as political representatives in their respective areas. Initially, every CDP had a community council as a community development tool, but these councils lost their importance, and even their existence, after the increase in voluntary welfare organisations in the country. The weakness or

nonexistence of community councils affected the role of CDPs and the NGOs could not fill the gap between the local people and the projects. Social change needed the expertise and hard work of the community workers, which was not an easy task in a country with longstanding customs. The CDPs made a good start towards social changes, which further needed the notion of self-help, coordination of activities, democratic values, planning, community participation and good communication.

Both external and internal politics have impacted social welfare especially community development practices in Pakistan. The initiation of community development programmes in Pakistan and other British colonies during the 1950s was not only to solve local social problems but also to protect capitalism system. Popple and Quinney (2002) pointed out supportive role of the United Kingdom towards community development programmes in developing countries for own larger political interests. The government of Pakistan initiated community development projects on recommendations of the United Nations experts (external advice) during 1950s. Later, with the passage of time, different external factors influenced community development programmes in different ways which is continued hitherto. It could be witnessed in the form of international funding for development projects or direct projects launched by the international organisations in Pakistan.

The continuing political instability has influenced community development practice directly and indirectly in Pakistan. The three long-term military governments damaged not only to the democratic process but also put a negative impact on the provision of social welfare services. Unfortunately, democratic governments did not get opportunities to complete their full tenure as provided in the constitution. Besides that, the short term elected political governments discontinued welfare policies of former governments which effected sustainability of development programmes (Ahmad &

Talib, 2010a). No doubt, community development initiative in form of CDPs and Village-Aid was a good start to tackle both urban and rural problems at the grassroots level. Unluckily, the Village-Aid programme was closed and its services were handed over to the Basic Democracies local system during the first military rule. The Basic Democracies local government system was used for political purposes and it worked as electoral college to elect General Ayub as country president (Rafiq, 2003). During 1960s, the CDPs were also linked to Basic Democracies local government system (Ahmed, 1963). Rafiq (2003), truly recognised the Basic Democracies local government system's working under pressure of bureaucracy which put local elected councillors and community participation as secondary.

During the first decade (1955), all provinces of the West Pakistan were given one province status and present Bangladesh was taken as a second province called as 'One Unit'. The 'One Unit' formula was broken up in 1970 immediately before the separation of Bangladesh as a country. The capital of Pakistan was shifted from Karachi to Islamabad after the first military coup and head office of Social Welfare was set up in Lahore (Rehmatullah, 2002). Having the provincial head office in Lahore, it became very difficult to administer social welfare services in far off areas of Sindh, Balochistan and NWFP. Unfortunately, Directorate General West Pakistan was headed by an army officer. Too much involvement of Army and even civil bureaucracy was against principles of self-determination and community participation at planning and decision making levels.

After the end of Ayub government as a result of mass movement, the new political government transferred social welfare services to restored provincial directorates and professional social workers were appointed at key posts gradually. Community development programmes were given due weightage and were also funded till the Fifth

Five-Year Plan (Rehmatullah, 2002). Community development programmes suffered a lot when the second military government moved for remedial programmes giving importance only to disabled rehabilitation. These remedial programmes were funded through Zakat funds which gave a big setback to self-help community development. Local people and organisations started to seek and depend on government and external resources and help rather than utilizing their own resources for problem solution and development.

Under the second military rule, also a local government system was introduced and utilized for political purpose rather than grassroots level development. According to Rehmatullah (2002), slogans of the social welfare policies (1955, 1988, 1992 and 1994) were to satisfy political interests of the rulers and programmes such as community development were given less importance. After end of long second military rule in 1988, four democratic governments came into power within eleven years till 1999 followed by last military rule by General Pervez Musharaf. That political instability could not produce extraordinary results regarding community development programmes and local government set-up. The last military government introduced citizen community boards as community development mechanism in the new local government system as discussed earlier. The CCBs set-up was seen as a revival of self-help community development but new political government wound up the whole local government system. The growth and working of NGOs as the community development vehicle continued during all periods. Though, no new CDP was established after the Fifth Five Year Plan, the CDPs have sustained and proved as a major community development programme during more than a half century instable political history.

The importance of community development programmes, especially urban community development projects, was recognized and they were provided with adequate funds

through the first set of ‘five-year plans’ until 1982. Table 2.5 shows almost all of the forms and drivers of community development, including the Village-AID programme, NGOs, CDPs, local government and CCBs. Only CDPs and NGOs appear to be sustainable players in community development practice. Although no CDPs were established after the Fifth Five-Year Plan (1978–1983), the projects are still functioning as major government community development programme.

Table 2.5: Forms of Community Development in different time periods in Pakistan

Period	Forms/Vehicles of community development
1947-1958	Voluntary organisations
	Village Aid Program with assistance of International Cooperation Administration
	Pilot Community Development Projects in Karachi, Lahore and Dhaka
1958-1980	Closure of Village Aid Program in 1959
	Launch of Local Government System (Basic Democracies)
	An increase in growth of NGOs (Religious and human rights) after the Promulgation of Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961,
	Continuation of establishment of CD Projects which reached 133 till 1983
1981-1999	Rapid increase in establishment of NGOs (Both religious, welfare, advocacy NGOs)
	Continuation in working of existing CDPs with no further establishment
2000-Onwards	Continuation in working of existing CDPs with no further establishment
	Continuation in growth and registration of NGOs
	Introduction of CCBs (Citizen Community Boards) as major component of Local Government System introduced in 2001

All three present community development forms, i.e., CDPs, NGOs and CCBs involve different working styles and may even have different approaches. One view about CDPs is that they are successful and sustainable, as these projects remain a major vehicle for community development in Pakistan. It could be argued that the projects are alive due to their key role in NGO registration, as that is a major service provided by the projects.

Another view is that the emergence of other community development forms is a result of the weaknesses or failure of CDPs. It could be argued that the CDPs have lost regular contact with communities as a consequence of the increasing role and involvement of NGOs in development at the grassroots level. The addition of CCBs as a public–private partnership community development mechanism also raises a question mark over the existence and performance of CDPs.

A situation of cold war and even overlapping can be witnessed among these three community development forms. The local government system contributes 25% of its budget to CCB development schemes. In contrast, CDPs have received no increase in their budget for direct development projects and NGO funding. NGOs and CCBs both exist at the grassroots level and are registered bodies. NGO teams are more educated and experienced than those of the newly formed CCBs. However, NGOs have little or no access to government funding compared with CCBs. One serious threat to CCBs is the uncertain future of the local government system, as the existing provincial government has suspended many of the offices of local bodies.

Moreover, CCBs and NGOs seem to have more community participation approach in their working styles, similar to that adopted by CDPs in the 1950s and 1960s. The CCB development approach is community led; in contrast, the working style of CDPs is nearer to the top-down approach owing to less direct interaction at the grassroots level.

2.7.8 Theoretical Perspective on Community Development Projects

Pakistan has experienced different community development approaches initiated by different development actors and organs. It could be argued that Pakistan experienced a mixture of both approaches (top-down and bottom-up) as a colonial legacy that aimed to protect capitalism and solve many social problems. Although the launch of CDPs in

Pakistan, similar to the development programmes of other developing countries, was a western legacy to oppose communism. It also contained the theoretical essence, as discussed earlier in this chapter described by many experts (Cook, 1994; Gray & Mubangizi, 2010; Rothman, 1996; Sanders, 1958). The CDPs adopted the principles of self-help, local participation, collective efforts and community capacity building to combat multifarious community problems. These projects worked like a movement during early days as Sanders (1958) described CD a movement. The projects remain a success story, representing a major organized community development programme. If CDPs are seen in relation to Sanders theory, these projects have experienced many ups and downs at different periods. The CDP movement became weaker in terms of both its process and methods. From the mid-1950s to the late 1970s, this movement enjoyed its peak as a process, method and also as a programme. An analysis of the literature suggests that since 1980s and up to the present day, CDPs have been losing their strength as the community development process, method and movement. Even so, this programme follows the community development approach ‘programme’ and geographical levels given by Sanders. During their early days, the CDPs seemed to function in accordance with the ‘locality development model’, ‘social planning model’ and ‘social action model’ proposed by Rothman (1996), where local people were essential for solving their own problems. The three R’s discussed by Tan (2009) have little or no practical involvement in the practices of CDPs. However, it is possible that this theory could be adapted to improve performance of the projects. No community development theory could be identified or fully applied to the practice of CDPs or any other development programme.

The CDPs and NGOs remained in direct contact with local communities during the early decades, which provided life to both mechanisms. Over time, the CDPs adopted a government administrative role restricted to registering and monitoring NGOs. In

contrast, NGOs become more powerful tools to promote community development in their own ways after a gap was created between CDPs and local communities. Although NGOs represent local communities, they chase funding agencies rather than grassroots communities. The CCB system could be an effective public–private partnership if the government were to take serious steps towards transparency, training and forming direct contacts with communities. Top-down development projects are not well accepted by local communities. Most of the programmes lack need assessment, proper planning and, most importantly, do not have continuity. A lack of resources and poor policy making are factors that also contribute to failure.

On the other hand, class conflicts, a lack of technical resources and assistance and a lack of participation on the side of the community discourage bottom-up development. Bottom-up programmes can be threatened to be hijacked by powerful groups or elites. NGOs are also affected by the conflict between religious and secular factors.

However, CDPs, with some necessary modifications to their working practices, could fill the gap between government and local communities. These projects deal with NGOs could form direct interactions at the grassroots level to identify community problems and needs. Any of three dimensions of community development model (see Figure 2.2) proposed in this study could be applied by CDPs having a lesser or greater role of any stakeholders. These proposed dimensions suggest balanced and acceptable guidelines which are supposed to be suitable for almost all main stakeholders in the community development field.

2.8 Proposed Model of Community Development

The different perceptions and definitions indicate the varying nature of community development practice under different conditions and during different periods. A definition, theory, model and approach can be most appropriate for a community in a

given situation but not applicable to other community or to the same community in a different situation. Approaches and models which are mainly applied for services delivery and problem-solving in communities initiated by government authorities without the participation of community members and third sector organisations are unrealistic. The community development process starts with a study of the community needs and problems and genuine information cannot be collected without the participation of local people. Similarly, all steps or stages of community development process demand the involvement of community members.

In the modern era, the voices of local communities regarding their problems and felt needs cannot be neglected and they demand participation and equal rights. However, it is also a reality that people in communities cannot assess their needs and problems in a systematic way by themselves in some cases, and that this demands technical assistance. The assistance required for needs assessment, planning, decision-making and problem-solving can be provided by government authorities or by NGOs, depending on the prevailing situations within the community. The power structure and division is not equal among all stakeholders. Governments hold more resources and established infrastructure with more authorities as compared to both NGOs and local communities. Government institutions could influence development projects initiated by organisations or grassroots communities. The role of private development and welfare organisations is also known and admired in this globalization era. Although, NGOs are not powerful than government institutions but are well equipped and structured in comparison with local communities. It is true that local communities Pakistan have to seek some kind of assistances from development organisations or government authorities. Even then, key role of local people in any community development activity could not be neglected. There have been enough discussions in above literature about role of government, NGOs and local people in solving community problems in Pakistan. No stakeholder

could be excluded from development sector and even in mostly cases no single stakeholder is in position and power to implement any project. Almost every development project needs government approval. In addition to approval, NGOs or local communities might also need government funds and technical assistance. On the other hand, government alone can not achieve desired goals without maximum participation of local communities and also needs assistance from NGOs. All these three stakeholders are engaged in community development in Pakistan and are also connected with each other. The literature reviewed and discussed earlier in this chapter, especially regarding Pakistan, reveals the development of a community development model encompassing three major stakeholders, i.e., government, the local community and NGOs. Many senior community development scholars and experts may have discussed these stakeholders and their shared roles in their theories and models. This model accepts and encourages participation and assistance from all stakeholders, where needed. The distinction of this model is that it encourages all stakeholders to take leading roles, depending on community conditions and the nature of the projects. The model does not bind or restrict any stakeholder in community development projects. Considering possible scenarios, power structures and divisions of all three stakeholders, minimum and maximum or no participation of any stakeholder is kept flexible.

Figure 2.2 shows three dimensions of the proposed model. The first dimension of the model encourages development initiation by grassroots level communities themselves, as they realize their problems and needs better than any external force. The participation and roles of external stakeholders are not rejected in this type of development. The local people act as the main drivers in the need assessment, planning, decision-making, implementation and evaluation processes. Relevant government institutions and departments or civil society organisations could also be invited to provide any type of assistance, e.g., financial, technical, different trainings, mobilization. Community-led

development projects should recognize that help from other stakeholders may be needed and should be in accordance with government policies.

In many communities, government departments play a leading role in launching or running development projects. This dimension does not neglect the participatory role of local people and NGOs. The government is expected to involve community members in need assessment and in project planning, implementation and evaluation. Local communities should also offer their available resources to government departments. The government should also respect the cultural values of the local community. Technical, and financial assistance and awareness about community conditions could also be requested from CSOs (Civil Society Organisations) at any stage of the project where needed. Ensuring the maximum participation of local people educates them about community development which then leads to community-led development in the future.

NGOs have emerged as the major actors in community development in all countries and at all levels. These development organisations are equipped with technical, financial and professional human resources. In many examples, NGOs maintain a closer, more direct interaction with the grassroots communities compared to government departments. The third suggested dimension of the model accepts the leading role of development organisations combined with the maximum participation of local people. Participation of the local community during need assessment, project planning, implementation and evaluation should be made possible. In many projects, local communities work with NGOs in partnership through sharing their available resources. In addition, the relevant government department should be informed and consulted if any assistance is required. Often local level organisations need technical and financial assistance from the government for development projects. Consultation with government departments helps to avoid a duplication of services. As suggested in the model, NGOs should initiate all

projects in accordance with government policies and the cultural values of the community. Figure 2.2 clearly shows the leading and joint roles of all three drivers of community development.

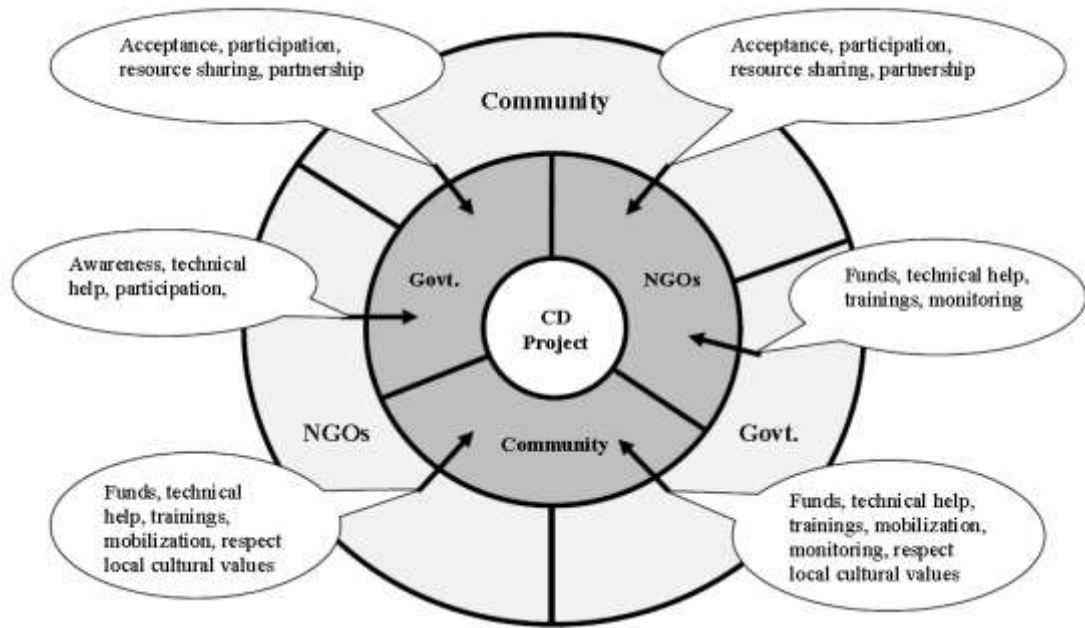


Figure 2.2: Proposed Model of Community Development.

The application of the aforementioned model depends on the situation within the community, the community needs and problems, the government structure, the organisational environment and the cultural values of the community. This model does not claim perfection but provides a proper guideline to maintain possible community development drivers in a balance. The flexibility of the model, allows increase or decrease of participation of any stakeholder in cases of changing roles of other partners. For instance, local communities can request more funds from NGOs or local people if government authorities change their funding policies. Similarly, government institutions could play more role where no or weak development organisations exist. The

community-led development approach is most suitable for promoting sustainable community development

2.9 Currently Working Practices of the Community Development

Projects in Punjab Province

The CDPs, being a government-run community development programme, get the credit for their role as the sole continuous development programme in Pakistan since 1950s. Leaving their success or failure aside, it is difficult to find a similar long history of CDP-like projects, especially in the field of community development.

Currently, a total of 133 community development projects (116 urban community development projects and 17 rural community development projects) provide development services in Punjab Province (Khalid, 2006). Rural community development projects have not been included in this study owing their different working modes and the services they provide. Over time, owing to population growth and for administrative reasons, new districts and tehsils have been added but no new CDPs have been established since early 1980s.

Currently, CDPs are working under both the provincial and local district governments. Most matters related to CDPs are dealt with by the provincial government, including office management, recruitments, staff salaries and NGO registration. During periods of emergency, CDPs follow the instructions of both the provincial and district governments. The district local government can engage CDPs at the local level activities through the Executive District Office Community Development.

The provincial Social Welfare Department deals with staff recruitment for CDPs. The interdepartmental transfer of staff members is routine within the social welfare institution, including those appointed at the CDPs. The higher authorities have the

power to transfer an officer appointed to a MSSP (Medical Social Services Project) or to a CDP. In the same way, an officer at a CDP could be transferred to a post of the same rank at any other social welfare institution. In the case of staff shortage at any CDP or other social welfare institution, higher authorities give extra duties to an officer posted to a CDP (or other social welfare institution) in the same district. Obviously, when given these extra duties, an officer cannot do justice to his own position.

As far as staff and the administrative hierarchy of CDPs are concerned, a clear differentiation is seen between administrative structures (Figure 2.1 and Figure 2.3). Currently, only one officer (BPS-17) has been appointed with both male and female supervisors (BPS-06) instead of two Social Welfare Organizers (male and female) who were appointed in the 1950s and 1960s at a CDP. This change has led to a reduction in the amount of direct interaction with people in communities. Social welfare organizers used to have entries at the grassroots level and mobilized bottom-up community development with equal participation of women at all levels. Figure 2.3 shows that deputy district officers (DDOs) maintain less or no direct contact with local people.

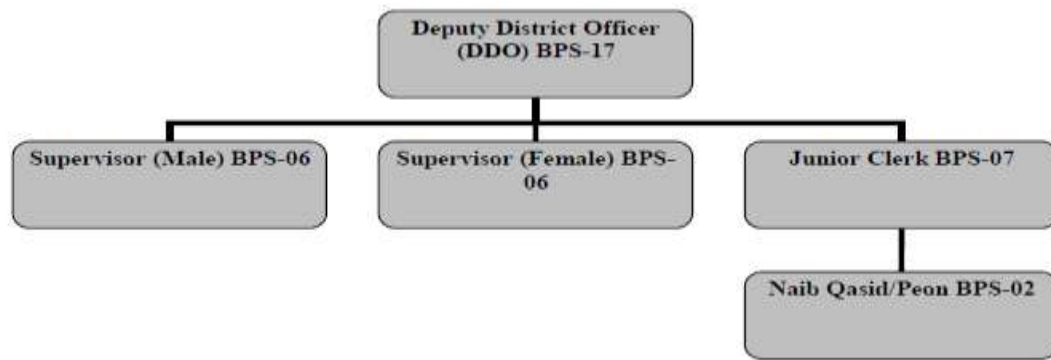


Figure 2.3: Administrative Structure of Community Development Project (2009).

Source: (UCDP Bahawalpur, undated)

As far as population coverage is concerned, the rapid growth in population requires the establishment of more CDPs. As stated earlier, one CDP is supposed to deal with 35,000 people in a single working area. The population of the Punjab Province is estimated to be 73,621,290 people (Population Census Organization, undated); thus, the 133 CDPs are insufficient to provide adequate coverage.

Officers are given training after their appointment to CDPs, which is arranged by the Provincial Social Welfare Department, at the Training Institute Lahore. Old training documents claimed that officers and lower staff appointed at social welfare institutions, including CDPs, also receive refresher courses. Even so, officers and staff need additional training as many changes occur at the government administrative level and new information is added every day in all fields, including social welfare.

The major function of CDPs is the registration of NGOs under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance of 1961. In this regard, CDPs are supposed to raise awareness about the registration process and process the registration applications received. Local people within communities contact these CDPs for information and assistance on NGO registration file preparation. The CDPs are supposed to provide the material needed for NGO registration, i.e., a copy of the ordinance of 1961, registration forms and so on. The NGO registration process takes

from one to three months, as time is needed to process the application and verify the office and fieldwork of the NGOs. However, there are some problems with the process of NGO registration, including a lack of guidance and complicated registration procedure with too much documentation, which can lead to delays in registration (Baig, 2001; Mufti, 2001; Saeed, 1999).

Organisations registered under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance, of 1961 have access to funding from the Social Welfare Department (Iqbal et al., 2004). These organisations are also eligible for funding from the National Council of Social Welfare, the Provincial Council of Social Welfare and private donors. NGOs are also free to get funding from foreign donors (Naviwala, 2010). Organisations registered through CDPs are bound to submit progress reports, audit reports and executive body election details, according to the requirements of the registration law. The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961 allows 12 field areas for welfare and development in communities. However, the registered organisations can expand their field areas and objectives with the permission of the registration authorities (Iqbal et al., 2004). As CDPs are meant to deal with NGOs in the field, the higher authorities take action against nonregistered or inactive organisations through or on the recommendations of CDPs. Nearly 2500 organisations were de-registered under a strict action by the Punjab, Sindh and North Western Frontier Province governments in 1998-99 (Baig, 2001). This action created conflict between NGOs and the government. Naviwala (2010) points out corruption and ineffectiveness in development projects of NGOs which could be one reason behind de-registration of organisations. World Health Organization (2011) looks forward to reduce distances between government authorities and the local NGOs.

Analysis of the literature clearly indicates that the working practices of CDPs have changed compared with its working during the 1950s and 1960s. Figure 2.1 shows a direct interaction between social welfare organizers and local communities during the early years of CDPs. The participatory role of CDPs in grassroots activities remains confused and issues of decision-making on programme planning and implementation among higher authorities, CDPs, NGOs and local communities are unresolved. In addition, the performance level of CDPs as a major component of community development needs clarification.

In 1970, a research study was conducted to evaluate CDPs in Sindh Province (Khalid, 2006). However, no comprehensive research has since been carried out by government and private agencies, especially in Punjab Province. The initiation, continuity and current existence of CDPs is sufficient to demonstrate its importance, especially in the community development field. The NGOs and CCBs, as the latest grassroots community development vehicles, are engaged in development. In addition, the role of CDPs as a government community development mechanism and a check on NGOs justifies their continued existence. This research study is carried out to fill the research gap and specifically to identify the current working practices, problems and needs of CDPs.

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research methodology adopted for the research study. It includes research questions with sub-questions. The methodology in this chapter describes and justifies the particular research approach utilized. Furthermore, it justifies the use of the study design, which is a survey research method blended with descriptive and exploratory purposes. The design of the data collection tool, and the universe and population of the study have also been discussed in detail. Finally, this chapter presents details about sampling, ethical considerations and the data analysis process.

3.2 Research Questions

The literature discussed in the previous chapter provided a detailed overview of community development as a concept, the history of community development worldwide and the CDPs history and set up in Pakistan in particular. The motivation behind this study is the lack of comprehensive and in-depth research regarding the current working practices of CDPs in the Punjab Province, Pakistan. This knowledge gap and research problem led towards two major research questions:

- How are CDPs working currently?
- What are the major problems and needs of CDPs in providing services?

The first research question seeks answers about population coverage, staff availability, training of CDP staff, the registration process of NGOs through CDPs, CDPs dealing with NGOs and their direct intervention at the grassroots level. The second research question focuses on problems of CDPs related to finances, office management, staff training, NGO registration, direct intervention at the grassroots level and a lack of awareness in local people of the working of CDPs. The second research question also seeks to explore the needs and suggestions to improve the present performances of

CDPs. As mentioned in previous chapters, DDOs appointed at CDPs, representatives of NGOs registered with CDPs and representatives of NGOs not registered with CDPs are included in the study to answer both major research questions. As government appointed officers, DDOs are key people who were able to respond about the ins and outs of the CDPs. NGOs registered with CDPs, as study participants, were able to describe their viewpoints about CDPs practices as CDPs register, train and assist NGOs and perform many development services through these NGOs. The third kind of viewpoint, which was provided by NGOs registered by departments other than CDPs, was also very helpful.

3.3 Research Methods and Design

An appropriate and justified methodology was required to answer the above mentioned research questions covering all three types of respondents. Research methodology focuses on ways to plan, structure and implement research on scientific criteria (Mouton & Marais, 1988). Limpanitgul (2009) understands methodology as a knowledge for explanations and analysis of methods which also gives guidance about limitations, resources, presupposition, consequences and potentialities of these methods.

Johnson and Onwuegbuzie (2004) say that a research method should follow a research question which increases the chances of getting useful answers. As far as this study is concerned, quantitative research methods were used to answer the above mentioned research questions. (Muijs, 2010) argues that quantitative research is most suitable to give facts collected from many populations. This study also involves three different population units i.e. CDPs, NGOs registered with CDPs and non-CDP registered NGOs.

Research design 'is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research' (Durrheim, 2006, p. 34). It gives a general guidance about data collection and data analysis in a

research study (Bryman & Bell, 2007; Limpanitgul, 2009). According to Hair, Bush, and Ortinau (2003), research design as a master plan also focuses on data collection techniques, sampling procedure, time frame and research costs. The research design also provides justifications for all decisions to be taken for the planned research (Blaikie, 2009). Further, he emphasizes the requirement for consistency among all planned decisions. It is also considered important to align the design with the study problem in a cost-effective way (Wild & Diggines, 2010).

In this study, use of a survey research method blended with exploratory and descriptive research purposes was considered suitable to seek answers to research questions. Data were collected through the administration of questionnaires after using sampling techniques best suited to the time frame and human and geographical limits of the study.

3.3.1 The Survey Research Method

Survey research was considered the most suitable method in this study to collect original data from a big population of the Punjab Province, as Denscombe (2007) also describes survey as a method appropriate for giving empirical and wide data and for its inclusive coverage. There are many factors, such as sampling, population type, question form and content, response rate, expense and duration of data collection, that justify the reasoning of applying survey research method (Aaker, Kumar, & Day, 2001).

Kalof, Dan, and Dietz (2008) and Hall (2008) find survey as a popular way of gathering data in social sciences. Survey questions and responses could be verbal, in writing or through the computer (Malhotra & Birks, 2005). According to SPSS Business Intelligence Division (2009), survey research answers the questions, what do people want or need, are we providing value to our members, what areas need improvement, what are the brand's strengths or weaknesses and how can we improve our programmes. The research questions of this study also included enquiries about the working practices,

problems and needs of CDPs which therefore required application of the survey research method.

Personally administered tools (questionnaires) were considered to be the most suitable survey for this study as lists of respondents (DDOs and NGOs registered with CDPs) were accessible. Secondly, the researcher could explain the respondents about research aims during the personally administered survey method. The nature of this survey research with special reference to purposes is descriptive and exploratory, as also supported by the arguments of Rubin and Babbie (2001) and Pinsonneault and Kraemer (1993).

3.3.1.1 Exploratory and Descriptive Research

As far as exploratory research is concerned, Neuman (2003) and Collis and Hussey (2009) consider it as research with the purpose of making a new investigation or to inquire further into a question where only a little information is currently available. Community development projects in the Punjab have not been discussed and focused on by any research study either by the government or any other organisation. So, this research justifies itself as an exploratory work to find out the perspectives of DDOs, NGOs registered with CDPs and NGOs not registered with CDPs on the problems and needs of CDPs. The suggestions given by all three types of respondents to improve CDP performances are obviously explorative purposes of the study.

The descriptive aspect of the research, which deals with the quantitative part of research, cannot be ignored. Pinsonneault and Kraemer (1993) find that descriptive research is used to see what situations, events, attitudes or opinions happen in a particular population. Wild and Diggins (2010) consider that descriptive research gives in-depth details of a specific situation and deals with questions of who, what where and

why. Additionally, Neville (2005) understands descriptive research as to identify and classify elements or characteristics of the subject.

The arguments of Malhotra and Birks (2005) that descriptive research is pre-planned and structured and covers a large sample, also support and justify this study. This study describes the existing running of CDPs through taking information from large populations of DDOs and NGOs in the Punjab Province. Additionally, descriptive and exploratory research pursues well the research questions put into this study.

3.3.2 Rejected Methods

There are various rational points behind the rejection of certain research approaches, methods and sampling procedures in this study. Although the selection of the quantitative research technique was sufficient to describe the phenomenon, the exploratory nature of the research questions needed qualitative approaches in order for the questions to be answered. Keeping these facts in mind, the idea of using any single research approach was avoided.

The rationale behind choosing the survey method as a strategy in the research was again the nature of research questions and also was the contemporary nature of the phenomenon. Table 3.1 gives mainly three criteria to select or reject any research strategy i.e., form of the research question, requires control of behavioural events and focuses on contemporary events. Application of the experimental method demands the researcher to manipulate behaviour directly, precisely and systematically (Yin, 2002). The nature of this study would not allow the investigator to control the whole phenomenon. The archival analysis strategy was rejected as it focuses on secondary data and it is not clear that it answers questions about a phenomenon of such a contemporary nature. The historical research method was rejected as it would not talk about present situations.

Table 3.1: Relevant situations for different research strategies

Strategy	Form of Research Question	Requires Control of Behavioral Events?	Focuses on Contemporary Events?
Experiment	how, why?	Yes	Yes
Survey	who, what, where, how many, how much?	No	Yes
Archival analysis	who, what, where, how many, how much?	No	Yes/No
History	how, why?	No	No
Case study	how, why?	No	Yes

Source: (Yin, 2002, p. 5)

Many research books and articles were consulted to compare the suitability of the case study method and the survey method for this study. The case study method is for the intensive research investigation of a case (Rubin & Babbie, 2001). The wide geographical coverage, socioeconomic differences among districts, time frame and nature of research questions did not suggest use of the case study method. In-depth case study investigation into the working practices, problems and needs of community development projects in all 36 districts of the Punjab Province was not possible. It was also not suitable to select only one or a few districts for case study investigation as regional and cultural differences would be big questions. Case study results from a few CDPs would not be valid to generalize to all districts. Moreover, it was not possible to conduct 36 case studies as it would need years to investigate the phenomenon.

The evaluation research method was also rejected due to its unsuitability to the research. Evaluation methods *'focus on the assessment of any activity or assessment of merit and value of any organisation'* (Hansen, 2009, p. 14). The research questions in this study aimed at the description and exploration of the phenomenon rather than any assessment.

It would not be possible logistically to approach the subjects for monitoring their activities.

3.4 Study Participants

As discussed earlier, three types of respondent participants were included in this study. The selection of these participants was made on the basis of requirements of study and research questions. It was believed that including these three types of respondents (DDOs, representatives from NGOs registered with CDPs and representatives from NGOs not registered with CDPs) would provide relevant information about the practices of CDPs in the province of Punjab.

3.4.1 Deputy District Officers

DDOs are government paid officers appointed by provincial government to run the office and field activities of CDPs. DDO is a key post holding authority to supervise CDP office staff, NGO registration, NGO monitoring, and assessment of community problems. The DDOs work under district officers (DOs) in their respective districts and report to DOs or higher authorities in the Provincial Directorate of Social Welfare. The DDOs were selected as respondents due to their key role in CDPs.

3.4.2 Representatives of NGOs (Registered with CDPs)

The NGOs registered with community development projects are the main stakeholders regarding the working of CDPs. These NGOs are registered, guided, assisted, monitored and reported to higher authorities by CDPs. The CDPs' programmes concerned with community development at grassroots level are carried on by NGOs registered with CDPs. It was essential to know NGOs perspective about practices, problems and needs of CDPs which motivated to include executive body members of NGOs registered with CDPs as participants of the study. Lists of all registered NGOs with executive body

member names were available in CDP offices which helped to design the sampling frame for NGOs.

3.4.3 Representatives of NGOs (not registered with CDPs)

The CDPs are the oldest and systematic community development projects run by the provincial government to register and assist NGOs and to provide development services in the province. Thousands of NGOs are not registered with the CDPs and are registered with government departments other than CDPs. As these NGOs are engaged in development projects in the same geographical universe as the CDPs, it was believed that representatives of NGOs not registered with the CDPs could be participants of his study to answer the questions about the working practices of the CDPs, reasons for not registering with the CDPs, problems and suggestions for improving the performances of the CDPs.

3.5 Data Collection Instruments

As discussed earlier, three types of participants were best placed to provide information about the CDPs. Three different types of questionnaires (see Appendix- III, VII, XI) were designed and used to collect data for the study.

According to Saunders, Lewis, and Thornhill (2007), the survey questionnaires can be used in both explanatory and descriptive research. Parasuraman, Grewal, and Krishnan (2007) define a questionnaire as '*set of questions designed to generate the data necessary for accomplishing a research project's objectives*' (p. 280). Yount (2006) understands questionnaire as a written survey, and a planned and well-designed questionnaire can provide the required information which is not possible by the use of other methods. The most important thing in questionnaire construction is the relevancy of the questions to the goals and respondents of the study (Bailey, 2007). The nine steps of questionnaire development recommended by Churchill and Iacobucci (2002) sited in

Limpanitgul (2009, p. 9) were considered as a guideline for the construction of the survey questionnaire for this study:

- Specification of required information
- Consideration of types of questionnaire and methods for administration
- Content of individual items
- Form of responses
- Question wording
- Sequence of questions
- Format and physical characteristics of the questionnaire
- Revision of all above steps
- Questionnaire pretesting

The wording and content of questions were constructed carefully and questions were short, simple, comprehensible and clear as guided by Nicolaos (2003) and Vaus (2002b).

Both closed-ended and open-ended questions were included in the questionnaires. Closed-ended questions provide easy to answer, whereas open-ended questions give more comprehensive information. The open-ended questions in the questionnaires help to collect indepth responses from the study participants as guided by Greener (2011).

An information sheet (see appendix- I, V, IX) was included with all questionnaires which gave information about the study introduction, objectives, and explained points concerned with participant confidentiality. Rubin and Babbie (2001) consider the cover letter very important and it should include the purpose and importance of the research for the respondent's understanding and motivation.

The personal questionnaire (self-administered questionnaire) type of data collection tool was used as all three target populations (DDOs, NGOs registered with CDPs and NGOs not registered with CDPs) were supposed to be literate and could complete questionnaires without the help of the researcher. One more considerable advantage of self-administered questionnaires was its easy distribution among a large population (Mitchell & Jolley, 2007) of NGOs in Punjab Province. Also, it avoided any influence and interference in the process of questionnaire completion which ensured the avoidance of bias (Gorard, 2001).

3.5.1 Questionnaire Structure

The questionnaires for the three different target populations were divided into six sections (Hair et al., 2003) representing five different themes and a section for respondents' open-ended suggestions for improving the CDPs' activities. Guidelines to complete the questionnaire were clearly stated in the start of every section as suggested by Yount (2006). The questions included in Section-I were about personal bio-data of participants i.e., sex, age, maximum qualification, work experience as DDOs etc.

In Section-II the questions gathered information about the establishment of CDPs, population coverage of CDPs, staff availability at CDPs, the need for staff, training of staff and training needs.

The focus of the questions in Section-III was about the awareness among community members on the working of CDPs, motivation of people to get NGO registration from CDPs and assistance provided by CDPs for NGO registration. Moreover, some questions deal with information on the consistency of the NGOs objectives with CDPs' instructions and community problems.

This section also includes queries about the time duration of NGO registration from CDPs, the participant's opinion about NGO registration duration through CDPs, CDPs'

assistance for NGOs after getting registration, contact between CDPs and registered NGOs, meeting schedules and meeting agendas. Additionally, questions included in this section seek information about assistance requested by registered NGOs from CDPs, working areas of registered NGOs, methods used by CDPs to assess performance of registered NGOs and the role of CDPs during emergencies.

Also, some questions were constructed to gather information about the authority of CDPs to cancel registration of NGOs, reasons for NGOs becoming nonfunctional, dealing of CDPs with nonfunctional and nonregistered NGOs and reasons for cancellation of NGO registration by CDPs. Lastly, this section was composed of questions about the governance of CDPs with regard to NGOs and the nature of the relationships between CDPs and NGOs.

Section-IV of the questionnaires focuses on direct intervention by the CDPs, its nature and working styles at the grassroots level. Some questions in this section seek information about the response of people in communities and registered NGOs in the situation of CDP direct intervention at local level. Few questions in this section obtain information about planning and decision-making authorities for development projects in the case of direct intervention by CDPs. Finally, this section also deals with ways to evaluate CDP performance, the performance level of CDPs as part of the district local and provincial government in Punjab Province.

Section-V is composed of queries related to financial, office management, staff training and NGO registration problems which hinder the proper functioning of CDPs. In addition, questions are included addressing problems of CDPs in response to working with registered NGOs, CDPs direct intervention in the community and a lack of awareness in communities about the CDPs.

The last section of the questionnaires asked for suggestions from participants on how to improve the performance of CDPs. In this section, participants are requested to give suggestions for Ministry of Social Welfare, NGOs, people in communities and DDOs appointed at CDPs in order to improve CDP performance. Only four open-ended questions are added in the last section of the questionnaires as guided by Clarke (1999).

3.5.2 Translation, Review and Pretesting of the Data Collection Instrument

The literature presents different ways to translate survey questionnaires which certainly depend on nature of study and the tool. Maneesriwongul and Dixon (2004) have suggested that there is not any single perfect translation technique for translating data collection instruments. Acquadro, Conway, Hareendran, and Aaronson (2008) also avoids favouring any specific translation methods. The common techniques applied to translate survey questionnaires include forward translation, back translation and expert committee translation (Acquadro et al., 2008; Beaton, Bombardier, Guillemin, & Ferraz, 2000; Harkness & Schoua-Glusberg, 1998). They suggested use of multiple techniques. Davison (2004) and Harkness, Villar, and Edwards (2010) consider back translation as most suitable and applicable for questionnaire translation now a day. Davison (2004) includes pretesting also as last important step of back translation which according to Sun (2009) is helpful to assess comprehensiveness and acceptability of the survey tool. Maneesriwongul and Dixon (2004) takes forward translation method least thorough which possibly is unable to provide semantic equivalence between source and target languages. Therefore, forward translation technique was avoided in this study. Committee translation approach was also rejected due to involvement of many translators, too much time and cost (Harkness & Schoua-Glusberg, 1998). Back translation was considered most appropriate to translate data collection tools of this study. Davison (2004) defined back translation as, '*translating the translated version back into the source language*' (p. 100). Translation of questionnaires was careful and

time consuming task. Questionnaires were developed in accordance with research questions, study objectives and working of CDPs in Punjab province. It was considered very important to include the suitable terms and words which are understandable and commonly used in the social welfare field in Pakistan. Two experts from social welfare in Pakistan were requested to help with back translation procedure. They were having a very good command of both English and Urdu languages and were also well aware about common terms used in the social welfare field in Pakistan. The final versions of questionnaires were pretested to remove any weaknesses. The back translation process was also very helpful to enter collected data into SPSS as English version questionnaires were easy to process. It took time during getting help and guidance from social welfare experts in Pakistan when translating from English to Urdu versions. After development, all three survey questionnaires were reviewed and finally approved by the University Research Ethical Committee (UREC). The review was also helpful to remove word ambiguity and confusion of and in the questions. The questionnaires were pretested before the start of final data collection. The intention behind pretesting was not to get some results or findings but to identify the strengths and weaknesses of the data collection instrument (the questionnaires) and to improve them (Siniscalco & Auriat, 2005). During pretesting, questionnaires were implemented with participants who had characteristics similar to the study target population and it was ensured that these respondents were not involved again at the stage of final data collection. The identified minor errors were adjusted according to Urdu language terms with the purpose to ensure conceptual equivalence between the English and Urdu versions.

3.6 Reliability and Validity

Considering the meanings and importance of reliability and validity, essential and careful measures were taken in the study. As guided by Newman and McNeil (1998) content validity of the survey instrument was assessed by general agreement by experts

in the research area. The review process of both English and Urdu versions of all instruments and judgements of the field experts strengthened the instruments to measure what was desired. This review was to ensure face/content validity of questionnaire as guided by Limpanitgul (2009).

After confirming content validity, the pretesting of the instruments also worked to increase reliability, validity and application of the survey as suggested by Newman and McNeil (1998).

3.7 Sampling

It is not common in survey research to study a whole population as time and financial limitations do not allow this, especially in the case of a large population (Limpanitgul, 2009). It is ideal but not possible to get information from the whole of a large population. Sampling is the only suitable way to carry out such research. Adler and Clark (2010) understand sampling as a fraction selected from a large population concerned for a definite purpose to find a general conclusion about that population.

Often, ‘population’ is used with a meaning similar to ‘universe’ by researchers in their studies as Fink (1995) understands population as the universe to be sampled. Gillham (2000) and Yount (2006) consider population as the total set wherefrom the individuals or units are selected for a study. The target populations in this study were all DDOs appointed at CDPs, all NGOs registered with CDPs and all NGOs not registered with CDPs in all 36 districts of Punjab Province.

The sampling frame of this study consisted of three different populations (two listed and one nonlisted) as mentioned above. Table 3.2 presents number of DDOs and NGOs registered with CDPs which made up the sampling frame of this study. This table also shows the number non-CDP-registered NGOs who were included in the study.

Keeping the nature of the study in mind, both probability and nonprobability sampling techniques were used. Probability sampling is based on random selection methods while nonprobability sampling is based on nonrandom selection of sample from a population (Walliman, 2006). Samples were selected from the target populations in three different phases:

3.7.1 Phase One

As far as DDOs appointed at CDPs were concerned, in the first phase of the sampling process, all officers were selected as participants (elements) of the study due to the small number of total population. Selection of all officers was made also to ensure maximum coverage of different geographical areas in the wide spread Punjab Province where CDPs provide community development services.

3.7.2 Phase Two

It was very critical to select a sample from the population of nearly 6000 NGOs registered with 116 CDPs in all 36 districts of the Punjab Province. Lists with names of executive body members of registered NGOs were available in the 'Directory of NGOs in Punjab' (Punjab Social Services Board, 2007) and in all respective CDP offices. A proportionate systematic random sampling technique was applied to draw the sample from a defined and listed population and this allowed the selection of samples after fixed intervals from the lists as mentioned by Bernard (1999) and Burns (2000). A sample of 10% of representatives of NGOs registered with CDPs was taken. Due to the large geographic spread of the Punjab Province and the availability of limited resources and time, a larger sample was not possible. It was felt that 10% would be large enough to generalize findings to the entire province. Updated lists of registered NGOs from all CDPs were arranged during implementation of the first phase. The sample of 10% representatives of NGOs registered with every CDP was chosen through use of

proportionate systematic random sampling. The nature of the lists was carefully examined during the selection of sample and tried to avoid possible bias (Rubin & Babbie, 2001). Similar to random sampling, the first element from all lists was selected randomly to guard against any human bias (Fink, 1995; Rubin & Babbie, 2001).

3.7.3 Phase Three

Except DDOs and representatives of NGOs registered with CDPs, the representatives of NGOs not registered with CDPs were also selected to get their views about CDPs practices. It was not easy to find the exact number of NGOs not registered with CDPs due to time and finances bindings and particularly due to different registration bodies for registration of these NGOs. Selection of the sample from this nonlist sampling frame (Currivan, 2004) needed a suitable technique. Here, a nonprobability sampling technique, the snowball was considered most suitable which allowed to locate target samples through one participant who provides information about other members (NGOs not registered with CDPs) of that population (Fink, 1995; Rubin & Babbie, 2001). Many NGOs not registered with CDPs were working at the grassroots level and were supposed to know about other NGOs not registered with CDPs which motivated to use the snowball sampling technique.

Table 3.2 below holds detailed information by district about population of each group of study participants, the number of respondents approached and response rates i.e. DDOs, NGOs registered with CDPs and NGOs not registered with CDPs. The response rate of the officers (DDOs), registered NGOs and NGOs not registered with CDPs was 78.4%, 70.9% and 42.7% respectively.

Table 3.2: Sampling Frame and Response Rates

District Name	CDPs		NGOs registered with CDPs			NGOs not registered with CDPs	
	CDPs Number	CDPs responded	NGOs Number	NGOs selected	NGOs responded	NGOs identified	NGOs responded
Attock	4	2	118	12	7	2	-
Bahawalnagar	5	3	120	12	7	3	1
Bahawalpur	5	4	257	25	19	4	2
Bhakkar	2	1	60	6	4	2	-
Chakwal	3	3	122	12	9	4	1
Chaniot	2	2	51	5	3	1	1
D.G. Khan	3	3	140	14	10	1	1
Faisalabad	4	3	490	49	27	9	4
Gujranwala	4	2	299	30	20	5	1
Gujrat	2	2	134	14	13	3	1
Hafizabad	1	1	22	3	2	1	-
Jhang	3	3	91	9	6	2	-
Jhelum	3	3	163	17	12	7	4
Kasur	4	3	152	16	14	4	2
Khanewal	3	3	154	16	11	2	1
Khushab	2	1	121	12	9	1	1
Lahore	11	8	805	81	62	8	3
Layyah	2	1	70	7	4	2	-
Lodhran	1	1	84	8	7	2	2
Mandi Bahauddin	1	1	63	6	4	2	2
Mianwali	3	3	124	12	9	1	1
Multan	3	2	236	24	20	5	1
Muzaffargarh	4	2	212	21	18	6	4
Nankana	1	1	57	6	3	2	-
Narowal	3	3	92	9	6	2	2
Okara	2	1	116	12	9	3	1
Pak Pattan	1	1	33	3	2	2	-

District Name	CDPs		NGOs registered with CDPs			NGOs not registered with CDPs	
	CDPs Number	CDPs responded	NGOs Number	NGOs selected	NGOs responded	NGOs identified	NGOs responded
Rahim Yar Khan	6	4	152	15	11	6	3
Rajanpur	2	2	92	10	8	3	2
Rawalpindi	7	6	532	53	33	6	2
Sahiwal	3	3	76	8	4	1	1
Sargodha	2	2	214	22	18	7	3
Sheikhupura	4	3	78	8	6	2	1
Sialkot	4	3	162	17	12	4	1
Toba Tek Singh	2	2	151	15	10	6	2
Vehari	4	3	117	12	7	3	2
Total	116	91	5960	601	426	124	53

3.7.4 Rejected Sampling Techniques

No sampling technique was used to select DDOs and the entire population was selected to respond the questionnaire. As no cluster sampling technique was applied due to geographical differences among districts, all CDPs were selected for the study.

As far as registered NGOs were concerned, the lists of registered NGOs were available in respective CDP offices in all districts. Simple random sampling needs a lot of manual work to select samples (Rubin & Babbie, 2001) which was not easy to perform in all 36 districts with more than one hundred NGOs lists. Rejection of stratified sampling was made due the absence of any categorization or stratification of registered NGOs. There was no need to divide NGOs into groups or clusters as randomly designed NGOs lists were available in CDP offices. As all CDPs were selected for the study, no further cluster sampling technique was suitable to select registered NGOs.

In case of NGOs not registered with the CDPs, the snowball sampling technique was preferred over quota sampling, purposive sampling and sampling by availability. Division of non-CDP registered NGOs into groups or quota was not possible due to their unknown number in all districts. Similarly, purposive sampling was out of the question without the known availability of the population. Availability of NGOs not registered with the CDPs was comparatively possible through the use of snowball sampling.

3.8 Ethical Considerations

In all research studies, ethical issues are considered important and are clarified. Loue (2000) emphasizes the need for ethical considerations before the start, during and after research conduct. These considerations are included in study design, ethical review committee approval, informed consent, monitoring and confidentiality aspects.

Many important and essential ethical principles were given serious attention in order to conduct this research study. Guidelines of the University of Dundee Ethics Committee (UREC) and necessary ethical principals before and during data collection in Pakistan were followed.

After completion of the research proposal and methodology, it was applied for final ethical approval from the UREC. The application included the research problem, study objectives, research methodology, participants, geographical coverage, sampling methods, questionnaires, information sheets and informed consent forms. After approval was granted, I departed for Pakistan to collect the final data. In Pakistan, a formal written approval was obtained from the Directorate of Social Welfare for the final data collection.

Consent of participants was another important ethical consideration. An information sheet with every questionnaire was provided which explained the study purpose, role of

participants in the study, confidentiality and my contact number and email. Every participant was provided with a consent form (See Appendix- II, VI, X) which was supposed to be signed by the participant if he/she was willing to take part voluntarily.

The principal of volunteer participation of respondents along with informed consent was also followed during data collection process (Engel & Schutt, 2005; Penslar, 1995; Rubin & Babbie, 2001). The participation of every respondent was voluntary, without any pressure and the participant was free to leave any question, section or questionnaire blank at any stage of participation.

As promise was made to the participants, the principal of the respondent's confidentiality was also respected. All completed questionnaires were shifted very carefully from Pakistan to the Dundee, United Kingdom in the personal luggage and were kept locked in a secure cabinet. Completed questionnaires will be destroyed after a specific period as according to the policy of the University of Dundee Data Protection Act.

3.9 Data collection

Data collection (field work) took more than six months due to wide human and geographical coverage in whole 36 districts of Punjab province. I had to travel in all 36 districts to visit CDP offices and NGOs. The letter issued by the Directorate of Social Welfare was very helpful to access DDOs and lists of NGOs available in CDP offices. I delivered self-administered questionnaires to officers after my and research introduction purposes. They were fully aware about their voluntary participation in my research work. I managed to deliver questionnaires to representatives of NGOs after getting NGOs lists from the CDP offices. As far as NGOs not registered with the CDPs were concerned, I access them through NGOs registered with the CDPs and then applied the snowball sampling technique. Some, but not too many NGOs representatives were hesitant to sign the consent form attached to the questionnaire. When they were briefed

about the purposes of study and their voluntary participation, they agreed to respond to the questionnaires. It took nearly two months to deliver questionnaires in all districts. During that period, I also managed to collect the completed questionnaires back from nearby districts. Even then, I had to revisit many districts to collect filled questionnaires. Colleagues helped to collect questionnaires from NGOs at some places. In a few districts, I had to visit more than two or three times to collect questionnaire. In addition, I had to remain in contact with many respondents through telephone and email who send me filled questionnaires back through mail.

3.9.1 Ethical Issues During Data Collection

After collecting all questionnaires back, the response rate of DDOs and registered NGOs was found high which strengthened the research questions and methodology on one hand but it could be due to the letter issued by the Directorate of Social Welfare in favour of data collection. It might be possible that some DDOs and NGOs understood that letter as an order to fill questionnaires; therefore undermining the concept of voluntary participation. No respondents intimated feeling a sense of coercion, but, as per ethical considerations, all respondents were briefed about their voluntary participation.

Some participants (NGOs representatives) were willing to respond to the questionnaires but were hesitant to make signatures on participation consent forms attached with the questionnaires. I consulted some research experts to handle the ethical issue and found that the participant's willingness to respond was also their consent. So, their signatures were not necessary if some participants were avoiding. Another, ethical issue was collection of some filled questionnaires from participants by colleagues and then to send them to me. From few places, I requested colleagues to collect the filled questionnaires and send them to me through recorded mail as I was far away from those areas and was

busy in field work. The respondents knew and agreed that someone else on my behalf would collect completed questionnaires. I requested my colleagues to collect and send the questionnaires in sealed envelopes to ensure confidentiality of both the respondents and the data. The colleagues had no links with NGOs and other social welfare institutions.

3.10 Data Analysis

Completion of data collection phases led towards data analysis which required appropriate analysis techniques. According to Merriam (2009, p. 175), 'data analysis is the process of making sense out of the data'. Currently, researchers analyse quantitative data through the use of computers which is easy, low cost and faster. There are many programmes available to analyse social work quantitative data in various ways, such as Statistical Package for Social Sciences (Rubin & Babbie, 2001). SPSS (version 18) was used for analysis of this study which was considered a more accurate and suitable programme. The data, in forms of questionnaires gathered from all three types of respondents, were given codes in Excel sheets and SPSS (version 18) by splitting it according to the partition of sections and questions. After entering the data into SPSS, this programme gave frequencies and percentages for every question in forms of graphs and tables. The graph and table presentation made the results easy to understand. The data were presented in graphs, simple tables and multiple response tables.

The last section in all three types of questionnaires was composed of open-ended questions which helped to gather views and suggestions of respondents regarding improvement in the performances of CDPs. The data provided by the study participants in response to the open-ended questions was not easy to deal. It was not possible to mention all statements and wording given by the 570 participants in response of open-ended questions. Corbetta (2003) and Treiman (2009) suggest the development of post-coding for responses of the open-ended questions which demands arbitrariness of the

coder. The guidelines given by Strauss and Corbin (1998), Rubin and Babbie (2001), Vaus (2002a) and Corbetta (2003) were followed to quantify the data for analysis purposes. The Open coding technique was considered most suitable as mentioned by Strauss and Corbin (1998) which involved separation of responses in parts, close examination of the separated parts and comparison of similarities and differences. Firstly, responses in some questionnaires (20 for DDOs, 40 for registered NGOs and 8 for NGOs not registered with CDPs) given in Urdu language were given maximum possible codes in each question of that questionnaire section. I and another researcher from Pakistan each separately developed maximum possible codes for responses to open-ended questions (Carey, Morgan, & Oxtoby, 1996). Furthermore, after comparison of two separate coding, final Urdu coding was developed on the basis of similarities and variations between both coding. Secondly, Urdu responses were translated into English and were given possible codes in the same way as explained earlier. Thirdly, Urdu and English coding versions were compared and the results were congruent. During the whole process of qualitative analysis (developing codes), all the words or phrases, their latent meanings and frequency were considered carefully as guided by Popping (2008). Lastly, the English coding version was applied to all questionnaires and data was entered into SPSS for tabulation. The findings and discussion on the results are given in the following chapters. It was potentially an ethical issue to involve another researcher for translation and analysis purpose. It was necessary to get help from another researcher in developing more accurate and reliable coding of the open-ended questions. The other researcher was involved only for few questions in a limited number of questionnaires as mentioned earlier. During that Urdu and English coding and translation, the data were anonymised to protect the confidentiality of the respondents. The other researcher had no access to questionnaire's numbers or respondent names.

RESULTS- DEPUTY DISTRICT OFFICERS

The presentation of the results has been divided into three parts as the research study involves three different respondents i.e., deputy district officers, NGOs registered with the CDPs and NGOs not registered with the CDPs. This chapter presents first phase results which include the views of the DDOs about the working practices, problems and needs of the CDPs. All the collected data was processed through SPSS which gives results in response to the following main research questions:

- How are CDPs working currently?
- What are the major problems and needs of CDPs in providing services?

As indicated in the previous chapter that the total of 116 DDOs in the province were included as respondents and self-administered questionnaires were distributed among them. The response rate from DDOs was 78.4% as 91 officers completed the questionnaires. Result presentation follows the sequence of six sections of the questionnaire used for data collection.

- Demographic information of the respondent
- CDP office information
- Registration of and working with NGOs
- Direct intervention of CDPs in the community
- Problems and needs of CDPs
- Suggestions to improve the CDPs performances

The results drawn through SPSS are presented in the form of simple tables and figures and multiple response tables. These tables and figures hold frequencies and percentages against the responses for ease of understanding.

4.1 Demographic Information of Deputy District Officer Respondents

This section presents the facts about gender, age, highest academic qualification, current designation and work experience of the respondent DDOs. It is evident from Table 3.2 in the previous chapter that at least one DDO responded to the study questionnaire in every district. However, it could be argued that a few districts have a set up of only one CDP each.

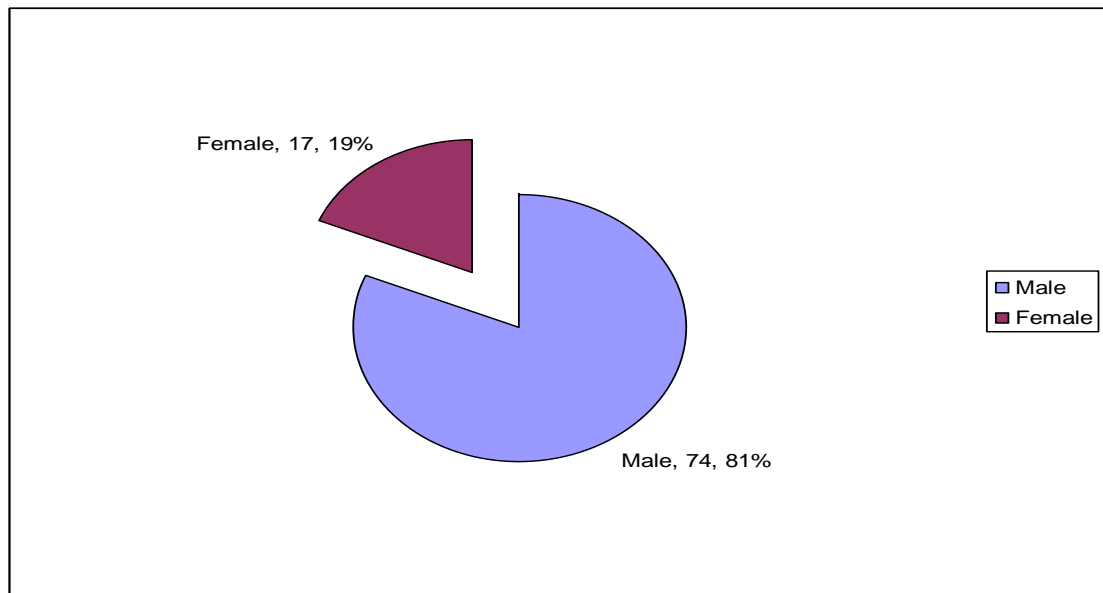


Figure 4.1: Gender of Respondents

Figure 4.1 demonstrates that out of a total 91 participant respondents, a majority, 81%, are males performing their duties as officers at community development projects while only 19% are female officers. It is worth noting that the pilot community development projects in the 1950s were equipped with both male and female officers. That gender balance promoted community development activities among both men and women. In comparison to that structure, the CDPs now have only one officer, either male or female. But the results have clearly indicated a very low number of female DDOs. The low number of female appointments as DDOs could be due to extra field activities and travelling.

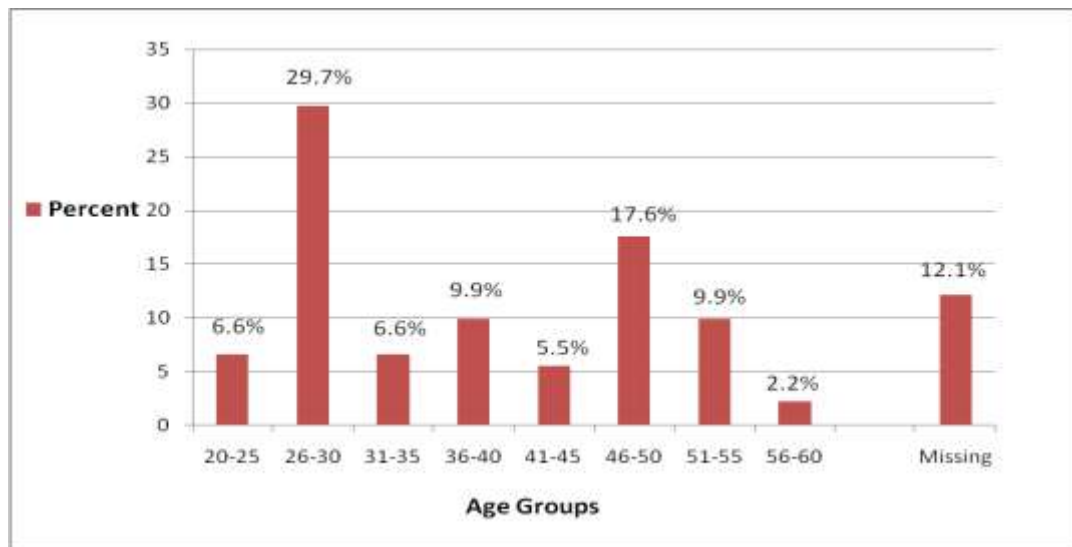


Figure 4.2: Ages of Respondents

It is evident from Figure 4.2 that the younger age group is dominant in deputy district officers. A clear majority of DDOs falls in young age range (20–35 year). Overall, almost one third (29.7%) of respondent officers fall into the age group of 26 to 30 years. The second major age group among respondent DDOs is the 46–50 year group (17.6%). Both age groups of 36–40 years and 51–55 years are the third major groups with percentage of 9.9. The percentage of respondent officers for the age groups of 21–25 years and 31–35 years is the same, 6.6%. According to the figure results, few DDOs are near or in their retirement age group of 56–60 years (2.2%). The low height bars in the figure between 30 and 46 years could be an indication of a slow recruitment or promotion process for DDOs by the Social Welfare Department. On the other hand 12.1% of respondent DDOs did not mention their age.

Table 4.1: Highest Qualification of the Respondents

	Frequency	Percent
MPhil	2	2.2
Masters	76	83.5
Bachelors	13	14.3
Total	91	100.0

As far as the highest qualification of responding officers is concerned, the majority of them (83.5%) holds master degrees. Table 4.1 shows that 14.3% officers have bachelor degrees, whereas only 2.2% have the highest qualification of MPhil. The highest category of master degree holder DDOs is easily justified and understood as an MA qualification is one of the essential conditions in the DDO recruitment process. Bachelor degree holders could be those officers who were recruited a long time ago when an MA degree was not an essential requirement. Another possibility is that the bachelor degree holder DDOs got promoted from supervisors to DDOs.

Table 4.2: Current Position/Designation of the Respondents at CDPs

	Frequency	Percent
Designated officer at the CDP	53	58.2
Extra charge at the CDP	25	27.5
Designated officer at the CDP having extra charge of other office	13	14.3
Total	91	100.0

Table 4.2 shows the present official status of the responding officers at CDPs. The results point out that the majority of DDO respondents (58.2%) work as designated officers (DDOs) at community development projects without the additional responsibilities of any other social welfare office. More than one quarter of respondents (27.5%) are not designated DDOs at CDPs. They are either appointed at other offices or supervisors (lower staff at CDP) and are given additional responsibilities at community development projects. The table also indicates that 14.3% of participant officers

appointed at community development projects have extra responsibilities of other offices working under social welfare department. Additional responsibilities of CDPs given to lower staff or officers appointed at any other social welfare institution clearly indicate the shortage of DDOs. The CDP is one of many institutions working under the social welfare department in all districts and transfers of officers and lowers staff from one institution to others are possible.

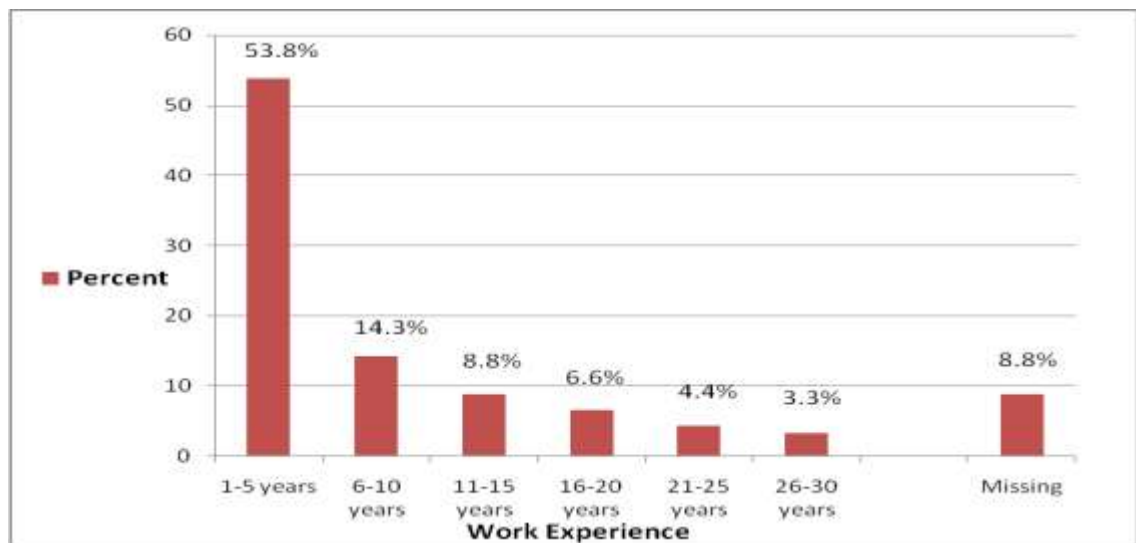


Figure 4.3: Respondents' Work Experience at CDPs as Officers

Figure 4.3 presents the work experience of respondents as DDOs after appointment at community development projects. More than half of the participant officers (53.8%) have 1–5 years of work experience, though 14.3% seem more experienced having 6–10 years of experience. The bars in the figure indicate that less than one quarter of the DDO respondents have more than 10 years' work experience. High bars of 1–5 and 6–10 years' work experience could be due to interdepartment transfer of DDOs or more recruitment of DDOs in the last 10 years. Also, the respondents with extra responsibilities at CDPs possibly could have less than 10 years work experience. A few of the DDO respondents (3.3%) are more senior, having 26–30 years' work experience at community development projects, whereas 8.8% of officers did not respond about their experience as DDOs.

4.2 CDP Office Information

This section includes results about the establishment of the respondent CDPs and their estimated population coverage. Also, it presents facts regarding staff availabilities, reasons for posts lying vacant at the CDPs, staff training and staff performance ratings.

The majority of the CDPs were established during the period of 1971–1975. The second ideal period for CDP establishment is seen as 1961–1965. A small number of CDPs were set up during the late 1950s, which was the infancy period of community development in Pakistan. The CDP establishment process becomes slow during 1966–1970 which added only 11% of CDPs. It is evident from the results that no CDP has been established after 1980 in the Punjab Province.

Table 4.3: Population Coverage of the CDPs

	Frequency	Percent
Less than 20000 people	1	1.1
20000–25000 people	1	1.1
25000–35000 people	7	7.7
More than 35000 people	74	81.3
Do not know	3	3.3
Total	86	94.5
Missing	5	5.5
	91	100.0

The majority of CDPs (81.3%) provide services in communities of more than 35000 people. Seven officer respondents estimate that their CDPs cover 25000–35000 people in their work jurisdiction. The results in Table 4.3 clearly show that only two respondents talk about less than 25000 people in the population coverage of their CDPs. The table shows that 5.5% of respondents do not respond on population coverage of projects and 3.3% participant officers do not know this information. It is mentioned earlier that no CDP has been established after 1980 in Punjab Province even though the

population increased rapidly in Pakistan. The population coverage of more than 35000 people estimated by the majority of the respondents indicates a shortage of CDPs in the province.

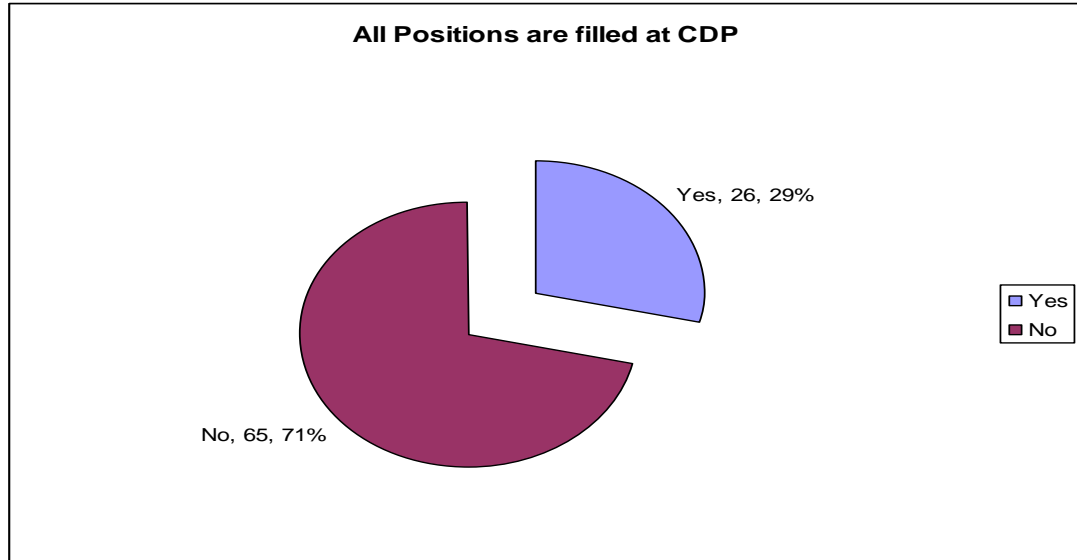


Figure 4.4: Are All Positions at the CDPs are Filled?

Figure 4.4 represents staff availability at CDPs. It is worth noting that 65 DDO respondents (71%) report vacant posts at their stations (CDPs). Only 26 officers claimed that their CDP offices are fully staffed. No establishment of new CDPs and heavy population coverage problems could become more severe in cases of staff shortage at existing CDPs.



Figure 4.5: If all Positions are Filled, is there a Need to Recruit More Staff?

Figure 4.5 shows the responses of participant officers those reported no vacant posts at their CDPs. Out of 26 respondents, 24 responded to the query. More than half (54%) consider there is no need to create new positions for the appointment of staff at CDPs. However, 38% of DDO respondents express the need to appoint more staff even if all positions are filled already. Their demand makes sense in that CDPs need the addition of more positions along with filling the existing posts.

Table 4.4: Positions Vacant at the CDPs

	Number of responses	Percent of respondents (N=65)
DDO	25	38.5%
Male supervisor	34	52.3%
Female supervisor	30	46.1%
Junior clerk	10	15.4%
Naib Qasid (Office Assistant)	17	26.1%
	116	

Table 4.4 illustrates multiple responses of 65 respondent officers who mention vacant positions at CDPs. It seems a very serious concern that more than half the officers (52.3%) reported vacant positions for male supervisors. The supervisors are supposed to

deal with NGO verification, registration, monitoring and some other matters. The other big finding in the table is the number of vacant posts of DDOs who are heading the CDPs (38.5% respondents). The absence of a full time DDO could directly and indirectly affect the working of junior staff and the overall practices of the CDP. It is evident from the results that 25 CDPs have been managed without full-time DDOs. As shown above in Table 4.2 that officers appointed at other social welfare institutions or CDP junior staff have been given extra responsibilities as DDOs. The findings also point out vacant posts for female supervisors (46.1%), Naib Qasids (26.1%) and junior clerks (15.4%). Naib Qasids are office assistants who assist all staff at CDP. The results show that the current practices of most CDPs depend on junior clerks who are available in CDP offices.

Table 4.5: Reasons Behind Posts Being Vacant at the CDPs

	Number of responses	Percent of respondents (N=60)
No need of posts	2	3.3%
Need of posts but no finances to pay	15	25.0%
Do not know	18	30.0%
Ban on jobs by the government	28	46.7%
	63	

The multiple responses in Table 4.5 demonstrate the reasons for the positions being unfilled at many CDPs. Out of 60 officers those responded, 46.7% consider that positions remain vacant due to a ban on jobs by the provincial government. The second big group of 30% of respondents does not know the reasons behind unfilled posts at CDPs, though 25% of respondent officers find the lack of finances is a major reason for vacant positions at CDPs. Surprisingly, two officers claim that positions are vacant as CDP offices do not need these posts.

Table 4.6: Rating of the CDP Staff's Performance

	Frequency	Percent
Very good	9	9.9
Good	47	51.6
Average	32	35.2
Not good/poor	2	2.2
Very poor	1	1.1
Total	91	100.0

Table 4.6 shows data about work performance of CDPs staff. All 91 DDOs responded to the query and almost half of them (51.6%) put their work performance in the good category. In addition to that, 9.9% of respondents claim their CDP staff performance as very good. However, results about average and poor staff performance cannot be neglected. The response of 35.2% of DDOs about average staff performance does not seem satisfactory. This indicates the acceptance of DDOs that their CDP staff performance is below good ratings. Few officers admitted poor (2.2%) and very poor (1.1%) staff performance of their CDPs. Though the poor and very poor ratings are low, the ratings of very good are also low. The reasons behind average, poor and very poor and the low rate of very good performance could be shortage of staff and heavy population coverage as mentioned in the above results.

Table 4.7: Training Obtained by the DDOs after their Appointment at the CDPs

	Number of responses	Percent of respondents (N=91)
Roles and responsibilities of DDOs	79	86.8%
Office management	75	82.4%
Budgeting	50	54.9%
NGO record maintenance	51	56.0%
Project designing	31	34.1%
Refresher courses	34	37.4%
No training	1	1.1%
	321	

As far as training of DDOs following appointment is concerned, Table 4.7 shows that almost all (except one officer) went through different kinds of trainings. A total of 321 multiple responses were calculated given by 91 respondent officers. The majority of the officer respondents received training about their roles and responsibilities as DDOs (86.8%). The second major training gained by DDOs appears as office management (82.4%). Training on NGO record maintenance has also been reported by 56.0% officers. This is obvious as CDPs mostly deal with NGOs registration, assistance and monitoring. Similarly, 54.9% officers had trainings to deal with budget matters. The focus of DDO trainings seems low in the area of project design as only 34.1% DDOs got this kind of training. Another finding worth noting is about refresher courses as only 37.4% respondents went through these courses. So, although the majority of DDOs went through the training process, follow-up training rate (refresher courses) is low.

Table 4.8: Training Organizers

	Number of responses	Percent of respondents (N=89)
Provincial Directorate of Social Welfare	84	94.4%
National Council of Social Welfare	15	16.9%
District Office Social Welfare	15	16.9%
Local Government Department	18	20.2%
Any private organisation	29	32.6%
	161	

Table 4.8 indicates the different government departments and private organisations that provide training for DDOs. A total 161 multiple responses were given by 89 officers about training organizers. As the DDOs are appointed by the provincial Directorate of Social Welfare, the Directorate appeared as the major training organizer for DDOs (94.4% respondents). It seems quite justified that the Directorate arranges training for newly appointed officers. The table demonstrates that private organisations are the second major training organizer for DDOs (32.6% respondents), and the local government also provided training to responding officers (20.2% respondents). The linkage of local government and CDPs became close after the implementation of the Local Government System 2000. In addition to that, social welfare district offices also trained the DDOs (16.9%). The role of the National Council of Social Welfare regarding DDO training seems quite low (16.9%). Overall, the results have clearly indicated that government departments work as major training organizers for DDOs. If the results of Table 4.7 and Table 4.8 are seen together, it could be easily understood that government departments mainly provide training for the roles and responsibilities of DDOs, office management and NGOs record keeping. Private organisations could possibly provide training on project design. As far as budgeting and refresher courses are concerned, both government departments and private organisations may have provided training to DDOs.

Table 4.9: Is Training Needed if it has been Received Already

	Number of responses	Percent of respondents (N=80)
Roles and responsibilities of DDOs	14	17.5%
Office management	16	20.0%
Budgeting	34	42.5%
NGO record maintenance	13	16.3%
Project designing	51	63.8%
Refresher courses	44	55.0%
No training is needed	7	8.8%
	179	

The results presented in Table 4.9 are also linked to DDO training. A total of 80 participants gave 179 multiple responses on the need for training. The majority of responding DDOs felt the need for project design training (63.8%). Refresher courses appeared as the second largest training requirement (55.0% respondents). It is evident from Table 4.7 that refresher courses have been provided to only 34 respondent DDOs and the results in Table 4.9 (55.0% respondents) show a demand for refresher courses to satisfy their training needs. The third largest training need of the participant DDOs is in budgeting (42.5% respondents). Overall, the results show a demand for different kinds of other training for DDOs which includes office management (20.0%), roles and responsibilities of DDOs (17.5%) and NGO record maintenance (16.3%). Some officers (8.8%) reported their satisfaction with the training they had already received and needed no more training. The training requirements indicated by respondent officers could be handled by the Directorate of Social Welfare as it is a main training organizer for DDOs.

4.3 Registration of and Working with NGOs

The results in this section present the views of the DDOs about CDP roles during the NGO registration process, NGO registration duration, CDPs facilitations for registered

NGOs and the methods of interaction between the two. It also includes findings about service areas of the NGOs registered with the CDPs and the role of the CDPs during emergencies. Furthermore, the results in this section discuss the authority of the CDPs regarding NGO registration cancellations and dealing with the functioning, nonfunctioning, and nonregistered organisations. The results also present the views of the DDOs about the nature of the relationships between the CDPs and the registered organisations.

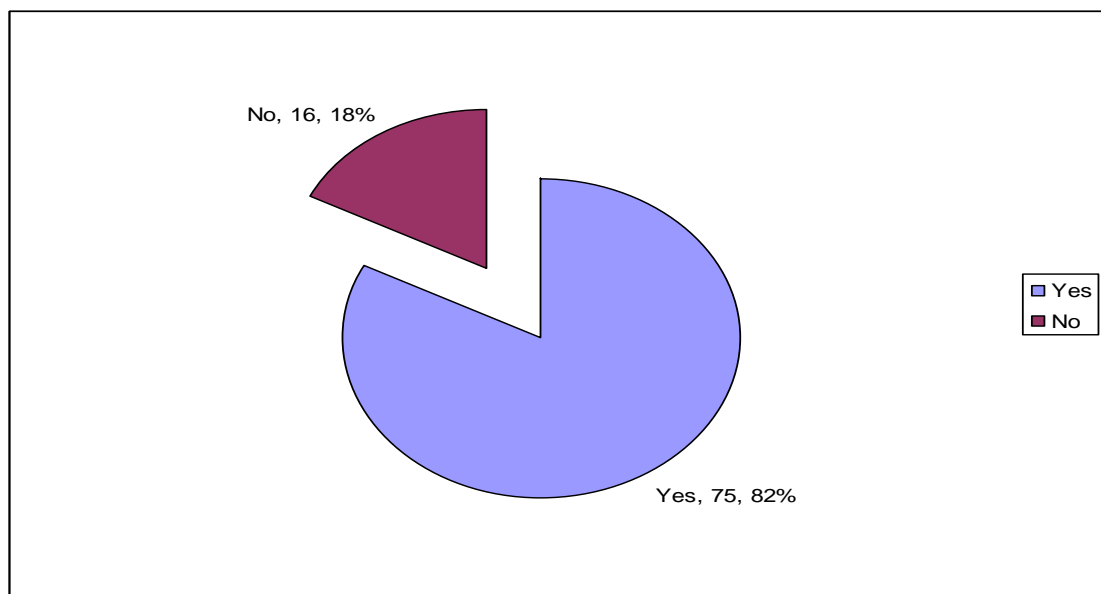


Figure 4.6: Awareness of Individuals and Community Groups of NGO Registration through the CDPs.

Figure 4.6 describes the awareness of individuals and groups in communities of registration of NGOs through CDPs in their areas. A big majority of the DDOs (82%) claim that the people in their communities know about the registration of NGOs through the CDPs. This finding also develops the sense that the majority of individuals and community groups are aware of CDPs working in their areas. The response of the other 16 DDOs, who report a lack of awareness of people in communities of NGO registration through CDPs, cannot be ignored. In other words, if local people do not know about the NGO registration services of CDPs then they might not be aware of

CDPs working in their areas. The lack of awareness of local people of CDPs is itself a question mark on the work performance of the offices and staff.

Table 4.10: Reasons for a lack of awareness of Individuals and Community Groups of NGO Registration through the CDPs

	Number of responses	Percent of respondents (N=16)
No awareness campaign by the CDPs	1	6.3%
No awareness campaign by registered NGOs	8	50.0%
Other options for NGOs registration	3	18.8%
Lack of interest on part of communities regarding the CDPs and NGOs	12	75.0%
	24	

Table 4.10 indicates possible major reasons behind a lack of awareness of individuals and groups in communities of NGO registration through the CDPs. A total of 24 multiple responses were given by 16 DDOs who report the local people's lack of awareness of CDPs registration services. The majority of respondents (75.0%) seem to be blaming people in the communities for not having enough interest to know about the NGO registration services of the CDPs. In addition, 50.0% of respondents point out local NGOs as responsible for the lack of awareness of CDPs. Three (3) DDOs also indicate that local people might know about NGO registration departments other than CDPs and this could be one of the reasons for the lack of awareness about services of the CDPs. Only one officer admits that CDP offices do not make local people aware of their NGO registration services. Overall, the responses of DDOs have clearly blamed local people themselves and registered NGO for this lack of awareness.

Table 4.11: Initiative Taking for NGO Registrations through CDPs

	Number of responses	Percent of respondents (N=91)
Communities themselves	69	75.8%
Supervisors appointed at the CDPs	37	40.7%
Deputy District Officers	38	41.8%
Referral	27	29.7%
	171	

A total of 171 multiple responses were calculated for the question of initiation of NGO registration through CDP offices. The results in Table 4.11 indicate that the majority of NGO registration cases are initiated by the motivation of people in the communities themselves (75.8% respondents). This finding agrees with the results in Figure 4.6 that the majority of local people are aware of CDP registration services. The second big motivation for NGO registration is provided by DDOs (41.8% respondents). According to the DDOs (40.7%), supervisors (CDP staff) also initiate the mobilization of local people for NGO registration through CDPs. The results also point out the referral motivation for NGO registration (29.7% respondents). These referral motivations could be from other registered NGOs and local people in the communities.

Table 4.12: Facilitations Offered by the CDPs for NGO Registration

	Number of responses	Percent of respondents (N=90)
Verbal guidance is offered	87	96.7%
Pamphlets/Brochures are given	65	72.2%
Provision of forms	83	92.2%
Field visits	61	67.8%
	296	

Table 4.12 displays the results about the kinds of help individuals were given by the CDPs when they wanted NGO registration. Out of a total of 90 responding DDOs, 96.7% claim their verbal guidance as facilitation for NGO registration through CDPs,

and the figures in the table show that 92.2% of respondents mention that CDPs provide forms for NGO registration. In addition to forms, pamphlets and brochures are also provided to the people seeking NGO registration through CDPs (72.2% respondents). Respondent DDOs (67.8%) also claim that their field visits guide and facilitate community members seeking NGOs registration. The results in the table show good and satisfactory performances of CDPs regarding facilitation for NGO registration, as the percentages in all the categories of assistance are above 67%.

Table 4.13: The Practices of People Seeking NGO Registration during the Registration Process through the CDPs

	Number of responses	Percent of respondents (N=91)
Follow instructions of the CDPs	51	56.0%
Make frequent contact with the CDPs	76	83.5%
Put pressure on the CDPs using informal networks and contacts	24	26.4%
Forget after filing registration case	15	16.5%
	166	

As far as people seeking NGO registration through CDPs are concerned, Table 4.13 indicates their routine and interaction with the CDPs, and the results can be seen to fall into two major categories. The first one includes the people who interact with CDP offices and the second includes those who do not contact with CDPs after filing their NGO registration cases. The majority of the DDO respondents (83.5%) express the views that people seeking NGO registration make regular contact with CDPs to find out about registration updates. The multiple responses in the table show that a considerable majority of people follow the instructions of the offices (56.0% respondents). However, people making frequent contact with CDPs can also use indirect means to pressurize the offices for NGO registration (26.4% respondents). The nature of these pressures could be informal, political and by the use of personal contacts. Fifteen respondents (16.5%)

mention that people forget their case after filing for NGO registration in CDP offices and make no contact.

Table 4.14: Level of Consistency of NGOs' Objectives with the Instructions of the CDPs and with Community Needs and Problems at Registration Time

	Frequency	Percent
High consistency	10	11.0
Consistency	60	65.9
Less consistency	20	22.0
Total	90	98.9
Missing	1	1.1
	91	100.0

Table 4.14 indicates that 65.9% of respondent DDOs view NGOs' objectives as consistent with the guidelines of CDP offices and community needs and problems. However, there are also a considerable number of respondents (22%) of the view that, at the registration stage, the objectives of NGOs have low consistency with CDPs' guidelines and community needs. The less relevant the NGOs' objectives are with the registration department and the community's problems, ultimately makes the organisation more likely to be inactive and fail. The NGO registration legislation provided by CDPs clearly states the possible service areas and guidelines to design objectives. The results also point out that 11% of responders have the view that there is high consistency of the NGOs' objectives with the CDPs' guidelines and community requirements.

Table 4.15: Methods used by the CDPs for Verification in NGO Registration Cases

	Number of responses	Percent of respondents (N=89)
File reading	63	70.8%
Office verification	48	53.9%
Bank account verification	38	42.7%
Membership verification	50	56.2%
Office site visit	26	29.2%
	225	

Table 4.15 presents the results to the question concerning the different methods adopted by CDP offices for verification during the registration process of NGOs. A total of 225 multiple responses were calculated from 89 out of 91 DDO respondents. Reading the NGO registration file is the most used verification method by the CDPs during the registration process (70.8% respondents). The second major concern of CDP offices dealing with registrations is seen as NGO membership verification (56.2% respondents). According to 53.9% of DDO respondents, they verify the existence of offices of organisations seeking registration from the CDPs. The results also indicate that CDP offices check NGOs bank accounts during the registration process (42.7% respondents), and according to 29.2% of respondents the CDP offices arrange office site visits for verification purposes. The multiple response results show that one or more than one method of verification is used before proceeding with the NGO registration through CDPs. In some cases if CDPs are not satisfied with NGO registration files and membership, they could make an office visit or meet with the members involved.

Table 4.16: Verification Authority for NGO Registration Cases

	Number of responses	Percent of respondents (N=89)
Deputy District Officer	89	100.0%
Supervisor/Junior staff	60	67.4%
Higher authority	30	33.7%
	179	

It is obvious from the results in Table 4.16 that all NGO registration cases are verified by the head officer (DDO) of the CDP (100% respondents). The multiple response results (67.4% respondents) also indicate that the NGO registration cases are verified by supervisors or lower staff of CDPs. A considerable number of respondent DDOs (33.7%) report that registration cases are also verified by higher authorities, i.e., DO social welfare, and the Directorate of social welfare. The multiple responses indicate that many registration cases are verified by more than one authority, so, although all cases are verified by DDOs, they are possibly also verified by lower staff and even by higher authorities. The results also point out the importance and the key role of a DDO in the NGO registration process.

Table 4.17: Estimated Duration of NGOs Registration through the CDPs

	Frequency	Percent
Less than one month	6	6.6
One month	15	16.5
Two months	25	27.5
Three months	28	30.8
More than three months	13	14.3
Total	87	95.6
Missing	4	4.4
	91	100.0

The duration of the NGO registration process also reflects the work performance of the CDPs, and Table 4.17 presents the DDOs views about this. It is evident from the results

that a majority of NGO registration cases take more than one month. The three months time period for NGO registration through CDPs appears as prominent (30.8%). More than one fourth respondents view registration process duration as two months (27.5%). However, more than one fifth of DDOs claim efficient performance of their CDPs regarding NGO registration, with the results indicating that these offices complete the registration process within one month or less. Thirteen respondent officers admitted that their CDP offices take more than three months for registration of voluntary welfare organisations. Various factors could affect NGO registration duration as mentioned in above Table 4.15 and Table 4.16, i.e., the methods of NGO verification and the verification authorities.

Table 4.18: Views about NGO Registration Duration through the CDPs

	Frequency	Percent
Easy and short	28	30.8
Easy but lengthy	53	58.2
Complicated and lengthy	7	7.7
Complicated but short	2	2.2
Total	90	98.9
Missing	1	1.1
	91	100.0

A clear majority of responding officers consider the NGO registration process as easy (Table 4.18). It is also obvious from the results that the NGO registration process through CDPs is lengthy. However, nearly one third of officers view registration duration as short and the majority of them report it as an easy process also. Only 9.9% DDOs find that NGO registration is a complicated process. Overall, the results in the table indicate that CDPs take a long time for NGO registration.

Table 4.19: CDP Facilitation for NGO Functioning after Registration

	Number of responses	Percent of respondents (N=91)
Funding for NGOs	37	40.7%
Trainings of NGOs	60	65.9%
Legal aid for NGOs	25	27.5%
Counselling for NGOs	90	98.9%
Provision of awareness about any changes in government bureaucracies	13	14.3%
	225	

CDP offices provide different kinds of assistance to NGOs registered with the Social Welfare Department as mentioned in Table 4.19. A maximum of respondent DDOs (98.9%) claim the provision of guidance and counselling to NGOs registered with their CDPs. According to the multiple response results, training facilities for registered NGOs is the second major assistance from the CDPs (65.9% respondents). A considerable majority of DDOs (40.7%) claim that the CDPs also provide funding for development and welfare projects of registered NGOs. Legal aid is also provided by the CDPs to run NGO matters, as well as in the case of any legal complications (27.5% respondents). Thirteen officer respondents (14.3%) indicate that their offices make registered NGOs aware of any changes taking place in government bureaucracy and matters. This assistance is possibly related to any changes in the Social Welfare Department as NGOs are linked to the department through the CDPs. The multiple results in the table show that NGOs could also get more than one kind of assistance at the same time. One NGO could be guided, trained and funded by the CDP for the same development project.

Table 4.20: Methods Adopted by the CDPs to Contact/Interact with Registered NGOs

	Number of responses	Percent of respondents (N=91)
Through Regular NGOs site visits	83	91.2%
Through Telephone	75	82.4%
Through mail	71	78.0%
Through email	33	36.3%
Through meeting called by the CDPs	68	74.7%
The CDPs make no contact/interaction with NGOs	1	1.1%
	331	

Table 4.20 presents results about the different ways adopted by the CDPs to interact with registered NGOs. A total of 331 multiple responses were calculated through data processing. The DDOs claim to visit NGO sites on a regular basis (91.2%). The other prominent methods of contact include telephone interaction (82.4%), mail (78.0%) and meetings conducted in CDP offices (74.7%). The low rate of email usage for contact between CDPs and NGOs could be due to a lack of availability of computer and internet facilities either in CDP offices or in NGOs. Only one officer denied any contact by his CDP office with registered NGOs in that area.

Table 4.21: Meeting Schedules of the CDPs with Registered NGOs

	Frequency	Percent
Weekly	2	2.2
Monthly	56	61.5
Quarterly	8	8.8
Rare meetings	24	26.4
Total	90	98.9
Missing	1	1.1
	91	100.0

As far as face to face contact between CDPs and registered organisations is concerned, the results in Table 4.20 indicated two ways, i.e., CDPs make NGO office visits or hold

meetings in CDP offices. According to Table 4.21, more than half of the DDOs (61.5%) claim that they schedule meetings with registered organisations on a monthly basis. This seems to be a quite satisfactory result regarding direct contact between CDPs and NGOs. Some respondents also pointed out quarterly (8.8%) and weekly (2.2%) meeting schedules. It is worth noting that more than one quarter of DDOs admitted to an infrequent meeting schedule with registered NGOs, which would definitely have more than one month gap. There are possibilities that these CDPs keep in touch with organisations through telephone, mail or emails as results in Table 4.20 also indicated high rating for these contact methods.

Table 4.22: Purposes/Agendas during the CDP and NGO Meetings

	Number of responses	Percent of respondents (N=90)
NGOs performance and needs	75	83.3%
The CDPs working	21	23.3%
New programmes/projects for NGOs	63	70.0%
Community needs and problems	52	57.8%
Training of NGOs	29	32.2%
	240	

The results presented in Table 4.22 show different agendas being discussed during CDP and registered NGO meetings. The multiple responses (240) mention that more than one agenda is considered in a meeting. According to the results, work performance of registered NGOs and the needs of these organisations are most discussed during meetings (83.3% respondents). The second major purpose of these meetings is to talk about any new development programmes and projects launched by NGOs or initiated by the government or private donor for registered NGOs (70.0% respondents). The third major concern of the meetings is seen as a debate about the problems and needs of the people in the communities which could be under the CDP and NGO jurisdiction (57.8%

respondents). Training matters of registered organisations are also discussed (32.2%). The lowest rating agenda during CDP and NGO meetings is discussion on the working practices of the CDPs. The results in the table clearly indicate that matters related to NGOs are most discussed in these meetings.

Table 4.23: Kinds of Assistance Requested by the Registered NGOs from the CDPs

	Number of responses	Percent of respondents (N=91)
Direct funding from the CDPs	44	48.4%
Guidance about funding	73	80.2%
Training on project proposal writing	47	51.6%
Office management training	37	40.7%
Programme management training	29	31.9%
Record keeping training	57	62.6%
Coordination with other NGOs	51	56.0%
No assistance is requested by NGOs from the CDPs	1	1.1%
	339	

The multiple responses (339) given by 91 respondent officers, mention that registered NGOs approach CDP offices for various kinds of assistance. Results in Table 4.23 point out the two major areas of assistance requested by NGOs from CDPs i.e., training and funding. Most of the registered organisations contact CDPs to get guidance for funding of their development projects (80.2% respondents). In addition to that, organisations also request direct funds from CDP offices to run their projects (48.4%). As far as training requirements are concerned, the majority of organisations seek record keeping training from the CDPs (62.6% respondents). The other training needs that NGOs requested from CDP offices include project design (51.6%), office management (40.7%) and project management (31.9% responses). Other than funding and training, registered NGOs seek assistance from the CDPs in developing coordination with other NGOs working in their areas (56.0% respondents). The multiple response results

highlight the importance of the CDPs regarding the NGOs' needs even after registration.

Table 4.24: Service Areas of the NGOs Working with Assistance of the CDPs

	Number of responses	Percent of respondents (N=91)
Education	88	96.7%
Health	85	93.4%
Women's Welfare	87	95.6%
Child Welfare	77	84.6%
Youth Welfare	76	83.5%
Disable Welfare	63	69.2%
Old People Welfare	53	58.2%
Widow/orphans/homeless Welfare	54	59.3%
Patient Welfare	69	75.8%
Sewerage Services	33	36.3%
Sanitation	55	60.4%
Community Centre Services	42	46.1%
Recreational Services	47	51.6%
Family Planning	42	46.1%
Environment	50	54.9%
Vocational Training	42	46.1%
Juvenile Justice	34	37.4%
NGOs are coordinating with NGOs as community development services with assistance of the CDPs	49	53.8%
Awareness raising about social problems	49	53.8%
	1095	

The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961 guides NGOs to include specified service areas for welfare and development activities. The NGOs registered with Social Welfare could add more service areas with prior permission of registration authorities. Table 4.24 holds 1095 multiple responses about the service areas of NGOs registered with the respondent CDPs. More than one thousand multiple responses indicate that NGOs contain various service areas to be

addressed by their projects. Maximum numbers of respondent DDOs report Education, Women Welfare and Health as major areas addressed by the NGOs registered and assisted by the CDPs. More than 70 out of 91 DDOs view that NGOs registered with CDPs work for child welfare and youth welfare. Patient welfare and disability services are also on the lists of registered organisations as mentioned by 75.8% and 69.2% respondents respectively. Welfare of widows, orphans, homeless, old people, work on environment, awareness of social problems and coordination with other organisations are also put as priority activities of the registered NGOs. It is worth noting from the percent of cases that more than half of the respondent DDOs find many service areas in the lists of objectives of NGOs registered with CDPs. The focus of NGOs on sewerage system services, juvenile justice, family planning, and vocational training and community centre services is comparatively low, but even so many organisations are working in these thematic areas as indicated by the results.

Table 4.25: Methods Adopted by the CDPs to Assess NGO Performance

	Number of responses	Percent of respondents (N=88)
Field visits by DDOs	82	93.2%
Field visits by supervisors/junior staff	66	75.0%
Inspection of NGO office record	65	73.9%
Progress reports by NGOs	62	70.5%
Audit reports of NGOs	69	78.4%
News from communities	38	43.2%
Evaluative research	15	17.0%
No assessment	1	1.1%
	398	

Assessment of registered NGOs' work performance is also a vital role of the CDPs. The multiple responses (398) give by 88 DDOs in Table 4.25 present the different ways of assessment adopted by the CDPs. The results indicate that in the majority of cases

DDOs make NGO site visits to measure performance (93.2% respondents). In addition, supervisors and junior CDP staff also make visits to monitor the NGOs' work (75.0%). Assessment of audit reports submitted by NGOs in CDP offices is the second major performance evaluation method (78.4% respondents). Other assessment methods include inspection of NGO office records and files, and progress reports submitted by NGOs in CDP offices. A considerable number of DDOs (43.2%) report that the CDPs obtain information from the local communities in order to assess the NGOs' performance. Fifteen officers (17%) indicate that research is also conducted to evaluate NGO performance. Only one officer denied that any assessment was carried by CDPs. It is clear from the results that a CDP adopts different ways to assess NGO performance.

Table 4.26: Methods Adopted by the CDPs for Service Provision during Emergencies

	Number of responses	Percent of respondents (N=90)
Direct service in emergency area	52	57.8%
Service provision on instructions of higher authorities	72	80.0%
Indirect services through NGOs	71	78.9%
Assisting higher authorities or other departments to provide services in emergency areas	53	58.9%
	248	

All the DDO respondents claim that CDPs play their role during any emergency. The results in Table 4.26 show that CDPs mostly follow the instructions of higher authorities regarding service deliveries in emergency situations (80.0% respondents). The second major method adopted by CDPs to provide services in emergency areas is through registered NGOs (78.9% respondents). As registered NGOs are linked with CDPs, they offer their services on the instructions of the CDPs during any emergencies. According to (58.9%) of respondents, the CDPs provide assistance to higher authorities and other government departments engaged in welfare services in emergency areas. The DDOs (57.8%) also mention the direct role of CDPs in service delivery during

emergencies. It could be said that the CDPs' methods of service provision depend on the situations encountered during the emergencies.

Table 4.27: Services Provided by the CDPs during Emergencies

	Number of responses	Percent of respondents (N=91)
Collection of goods	77	84.6%
Collection of food items	84	92.3%
Provides health services	61	67.0%
Provides tents	43	47.3%
Provides blood donation services	56	61.5%
Provides shelter services	31	34.1%
Provides rehabilitation services	60	65.9%
Provides counselling services	55	60.4%
	467	

The results in Table 4.27 present the kinds of services provided by the CDPs during emergencies. It is evident from the table that CDPs mostly provide food items for areas requiring emergency relief (92.3% respondents). The second major welfare service can also be seen to be the provision of other goods needed in emergency areas, i.e., mattresses, blankets, clothes, toothpaste etc. According to DDOs (67.0%), CDPs provide health services for victims in emergency areas. In addition to medicine and other health services, blood donation is also arranged if needed (61.5%). In emergency situations, CDPs also arrange counselling and rehabilitation for people in need of those services. Other services include the provision of tents in emergency areas and the provision of shelter for homeless people. The results in the table show that various services are provided by the CDPs during emergencies.

Table 4.28: The Powers of the CDPs Regarding Cancellation of NGO Registrations

	Number of responses	Percent of respondents (N=88)
The CDPs (DDO) can cancel the registration of NGOs	1	1.1%
The CDPs (DDO) can only recommend higher authorities to cancel registration of NGOs	82	93.2%
Higher authorities can cancel the registration of NGOs without the recommendation of the Deputy District Officer (DDO)	10	11.4%
	93	

Table 4.28 presents results on the authority of CDPs to cancel NGO registration. Authorities higher than CDPs seem to be the final authorities for registration cancellation of NGOs as indicated in the table, demonstrating that CDPs do not play a final role in NGO registration cancellation. The maximum number of respondents (93.2%) indicates that DDOs could only recommend the cancellation of NGOs registration to the higher authorities. In addition, higher authorities can cancel registration even without the recommendations of CDPs in some cases (11.4% respondents). Only one DDO claims that CDPs can cancel NGO registration directly. The multiple response results make it clear that CDPs have limited authorities to take actions against NGOs without the recommendation of higher authorities. However, it does not mean that the NGO registration cancellation process is exercised without any involvement of CDPs. The DDOs claim that CDPs cancel NGO registration when no development projects are launched by those organisations.

Table 4.29: Reasons Why Registered NGOs are Nonfunctional

	Number of responses	Percent of respondents (N=91)
No guidance by the CDPs	24	26.4%
Less/No interest of NGO management	76	83.5%
Incompetency of NGO management	47	51.6%
Poor response by communities	41	45.1%
Lack of funding/resources	72	79.1%
	260	

Table 4.29 presents various reasons behind the nonfunctioning of NGOs registered with CDPs. This query was included in the questionnaire to assess if the CDPs played any role in causing the NGOs to become nonfunctional, and it can be seen that the majority of the respondents (83.5%) blame NGO management for this outcome. The results show that DDOs are of the opinion that the NGO management takes little or no interest in organisational matters. The second major reason for NGOs becoming nonfunctioning appears to be the lack of finances or resources (79.1% respondents). A lack of competence on the part of management is also a major reason for the nonfunctioning of NGOs (51.6%). Respondent DDOs (45.1%) also blame noncooperative communities for the nonfunctioning of NGOs. The results mention a comparatively low role of CDPs in causing NGOs to become inactive (26.4% respondents), but even then it is worth noting that 24 DDOs admit that the no guidance by CDPs of registered organisations leads them towards becoming nonfunctional.

Table 4.30: The CDPs' role in Cases of Nonfunctional Registered NGOs

	Number of responses	Percent of respondents (N=88)
The CDPs report to higher authorities	52	59.1%
The CDPs follow instructions of higher authorities	39	44.3%
The CDPs provide specific guidance if needed	46	52.3%
The CDPs hand over activities to other NGOs	38	43.2%
The CDPs cancel registration	7	8.0%
	182	

The CDPs adopt different ways for dealing with nonfunctional NGOs as shown in Table 4.30. The results indicate the dominant role of higher authorities in comparison with the CDP regarding any action against inactive organisations. The majority of the multiple responses show that the role of the CDPs is limited to informing the higher authorities about nonfunctional NGOs (59.1% respondents). In addition to that, CDPs seem to be bound to follow the guidelines of higher authorities to deal with inactive organisations (44.3% respondents). In contrast, though, CDPs can provide guidance to the nonfunctional NGOs to help them to become active (52.3% respondents), and this is an important and routine activity of the CDPs as mentioned in previous results of this section. Other possible activities performed by the CDPs in the case of nonfunctional organisations include shifting of activities of those NGOs to other organisations or, in some cases, cancellation of registration. As CDPs deal directly with registered organisations, the decisions made by the higher authorities are implemented through CDPs giving them limited powers.

Table 4.31: Dealing of the CDPs with Nonregistered NGOs

	Number of responses	Percent of respondents (N=87)
The CDPs can stop working of nonregistered NGOs	14	16.1%
The CDPs can ban fundraising of nonregistered NGOs	6	6.9%
The CDPs can report to higher authorities about nonregistered NGOs	54	62.1%
No authority	32	36.8%
	106	

The results in Table 4.31 present information on the authority that CDP offices have for dealing with nonregistered NGOs in their jurisdictional areas. The majority of responses indicate that CDPs are not in a position to take direct action against nonregistered organisations without prior permission and guidance from higher authorities. These results indicate that CDPs can inform higher authorities about the existence of nonregistered NGOs in their areas (62.1% respondents). Also, 36.8% of DDOs express the opinion that CDPs have no authority to take action against nonregistered organisations. The major possible action by the CDPs against these organisations can be a ban on their working, which rates very low in the table results (16.1% respondents). According to only six respondents, the CDPs can also stop the fundraising activities of nonregistered organisations. The results imply that a ban on working and fundraising is most probably exercised on instructions of higher authorities.

Table 4.32: Different Ways by which the CDPs Interact with NGOs Engaged in Community Development

	Frequency	Percent
Participative and leading	46	50.5
Participative and led by people in communities	43	47.3
Do not know	2	2.2
Total	91	100.0

Both top-down and bottom-up approaches of community development are witnessed by the results presented in Table 4.32. Almost all DDOs find the dealings of CDPs with registered NGOs as participative. These participative dealings may include all matters related to NGOs and the development projects of those organisations. The majority of the DDOs mention the participative and leading role of CDPs, which makes CDPs more dominant than individuals in the community and NGOs (50.5%). However, 47.3% respondents express the view that CDPs follow the NGOs' decisions in development projects and matters. It is clear from the results that the top-down approach is dominant compared to bottom-up.

Table 4.33: Nature of Relationships between the CDPs and the Registered NGOs

	Frequency	Percent
Formal and satisfactory	42	46.2
Formal but unsatisfactory	12	13.2
Both formal and informal	27	29.7
Informal and satisfactory	8	8.8
Informal and unsatisfactory	1	1.1
Do not know	1	1.1
Total	91	100.0

Table 4.33 presents results about the nature of the relationship between CDPs and registered NGOs. As shown by more than half the results, CDPs keep formal interaction with the organisations. Most of the DDOs are satisfied with these formal contacts

(46.2%), though 12 DDOs consider these formal relationships as unsatisfactory. According to 29.7% of the respondent DDOs, interactions between CDPs and registered NGOs are both formal and informal. These results allow the development of a sense that both CDPs and NGOs interact in a way that depends on the situation. The most important finding to appear in this table is the satisfactory nature of relationships between CDPs and NGOs. Only 13 respondents find dissatisfaction in relationships of both a formal and informal nature.

4.4 The Direct Interventions of the CDPs in Communities

The results in this section show the views expressed by the respondent DDOs on direct interventions of the CDPs in local communities. The results demonstrate the nature of the CDPs' direct interventions and approaches adopted for any projects. The results in this section show the cooperation level of local people and the registered NGOs towards the CDPs during direct entries at grassroots level. Also, the results present the DDOs' views on planning authorities for development projects and decision-making authorities to implement those projects. Also, the results illustrate the methods adopted for the assessment of the CDPs' performance and the satisfaction rating for these projects being part of local government and the provincial government.

Table 4.34: Direct Interventions by the CDPs at the Grassroots Level in the Communities

	Number of responses	Percent of respondents (N=91)
Occasionally on special official instructions	32	35.2%
Regular as per given authority	48	52.7%
On request from people in communities	44	48.4%
On advice of NGOs	38	41.8%
Self decision of Deputy District Officers	42	46.2%
The CDPs do not intervene directly at the grassroots level in the community	7	7.7%
	211	

The multiple responses in Table 4.34 show direct intervention of CDPs at the local level in communities. The multiple response results can be divided into three categories for ease of understanding, i.e., regular direct intervention, occasional contacts and no interventions. Out of 211, almost 92% respondents report direct contacts of CDP offices at the grassroots level. The majority of DDOs (52.7%) report their frequent direct contacts with local people in communities. They state this regular intervention as part of the authority given to the CDPs. However, 35.2% indicate that CDPs only occasionally make direct interventions in local communities, which are because of special instruction by higher authorities. The results show that CDPs could make regular and occasional direct entries at grassroots level on demand by local people (48.4%), on suggestions of local NGOs (41.8%) or the DDOs' own decision (46.2%). Only seven respondents (7) reported that their CDPs did not make direct entries into local communities.

Table 4.35: Nature of the CDPs' Direct Interventions at Grassroots Level in Communities

	Number of responses	Percent of respondents (N=82)
Project/programme initiated by the CDPs on instructions of higher authorities	56	68.3%
Self decided project/programme in response to community needs/problems	27	32.9%
Project/programme initiated by the CDPs on demand of the community	35	42.7%
Project/programme initiated by the CDPs suggested by NGOs	41	50.0%
To conduct meetings with people in communities to learn about their needs and problems	39	47.6%
For research work to know the needs and problems of people in communities	19	23.2%
For research work to assess the working of NGOs	16	19.5%
For research work to assess the working of the CDPs	13	15.9%
For registration of NGOs	50	61.0%
During any emergency	46	56.1%
	342	

Table 4.35 presents multiple response results about different forms of the CDPs' direct entries into local communities. In most of the cases, the CDPs make direct interventions at grassroots level with the purpose of initiating welfare/development projects, for NGO registration and for providing services during emergencies. As far as direct development/welfare projects launched by the CDPs are concerned, higher authorities are seen as a major mobilization source (68.3% respondents). The second major form of the CDPs' direct contacts in local communities is that of NGO registration (61.0%). These offices also have to interact directly with local communities during provision of emergency services (56.1% respondents). Other motivations for CDPs' direct projects at local level come from NGOs (50.0%), meeting with local communities to understand their problems and needs (47.6%), people in communities (42.7%) and CDPs' own decision (32.9%). Besides these interventions, CDPs conduct direct research to know the problems and needs of local communities, to get feedback on the working of NGOs

and to evaluate CDP work performance. Although the rating of research work by CDPs is low in the results, but it is an encouraging step for assessing and promoting development at the grassroots level.

Table 4.36: The CDPs' Mode of Operation during Direct Interventions in Local Communities

	Frequency	Percent
Participative and leading	45	49.5
Participative and led by people in communities	38	41.8
Total	83	91.2
Missing	8	8.8
	91	100.0

During direct entries at the grassroots level, CDPs are seen as participative as mentioned in Table 4.36. No doubt, the participative role of CDP offices in any activities or projects initiated by CDPs, NGOs or the community members gives better results. According to half of the respondents (49.5%), CDPs lead the local communities during their direct contacts at the local level. However, almost the same or fewer DDOs (41.8%) claim that CDPs are led by people in communities during any projects launched at the grassroots level. The results in the table mention that both top-down and bottom-up approaches to community development are practised by the CDPs. The top-down approach appears to be dominant. The leading role of CDPs could be in cases of projects or activities initiated by the CDPs, although CDPs possibly also follow the local communities when development projects are introduced by communities themselves.

Table 4.37: The Cooperation Level of the Community Members with the Direct Interventions by CDPs

	Frequency	Percent
Very cooperative	10	11.0
Cooperative	39	42.9
Average	26	28.6
Non cooperative	7	7.7
Total	82	90.1
Missing	9	9.9
	91	100.0

Table 4.37 presents results on the level of cooperation from the local communities with the CDPs during direct contacts at the grassroots level. The majority of respondents seem satisfied with the cooperation of the local people with the CDPs. They view local communities' dealing with the CDPs as cooperative (42.9%) and even very cooperative (11%). However, the alternative view also demand attention as more than one quarter of DDOs find the cooperation level of the local people towards the CDPs as average (28.6%). Furthermore, seven respondents report noncooperation of local people with the CDPs during direct contacts. Here, it is impossible from the results given to make a decision about the average level of cooperation. The DDOs might be taking it as unsatisfactory.

Table 4.38: The Cooperation Level of the Registered NGOs with the CDPs' Direct Interventions in the Communities

	Frequency	Percent
Very cooperative	9	9.9
Cooperative	41	45.1
Average	28	30.8
Non cooperative	4	4.4
Do not know	1	1.1
Total	83	91.2
Missing	8	8.8
	91	100.0

The results presented in Table 4.38 about NGOs' cooperation with CDPs are not too different from the results in Table 4.37 above. During direct entries of the CDPs into local communities, more than half of the DDOs receive a cooperative (45.1%) and a very cooperative (9.9%) response from NGOs. The CDPs also get an average level of cooperation from organisations at the time of CDPs direct entries at grassroots level (30.8%). Only four DDOs reported noncooperation of NGOs with CDPs. The cooperative and very cooperative responses by NGOs could be in cases of the CDPs' direct entry into local communities on request of these organisations as mentioned in Table 4.35. The average cooperation or non cooperation from NGOs possibly could be in the case of NGO assessments by the CDPs.

Table 4.39: Authority to Plan Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	26	28.6
Executive District Officer (EDO)	3	3.3
District Officer Social Welfare	16	17.6
Deputy District Officer (DDO)	11	12.1
Communities	27	29.7
Total	83	91.2
Missing	8	8.8
	91	100.0

Table 4.39 contains results on who holds the power to plan development projects that are initiated directly by the CDPs. The results indicate the presence of top-down and bottom-up practices. The role of the Social Welfare Department seems dominant in the planning process of any projects launched by CDPs in local communities. More than one quarter of respondents (29.7%) claim that local community members plan projects to be launched by the CDPs. It is also worth noting that DDOs play a lesser role in planning the development projects for local communities (12.1%). These results therefore suggest that the highest authority (Directorate of Social Welfare) appears to be the most in control of planning the projects introduced at local level. This finding agrees with the results presented in previous sections that CDPs follow higher authorities. The immediate higher authority of the CDPs (District Officer Social Welfare) plans more development projects than the DDOs.

Table 4.40: Authority to Make Decisions for Implementation of the Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	33	36.3
Executive District Officer (EDO)	6	6.6
District Officer Social Welfare	15	16.5
Deputy District Officer (DDO)	5	5.5
Communities	23	25.3
Total	82	90.1
Missing	9	9.9
	91	100.0

The results in Table 4.40 answer the query that who has the power for making the decisions about the implementation of the projects that are initiated by the CDPs. The Provincial Directorate of Social Welfare remains more in control of the decisions about project implementations at the grassroots level compared to other Social Welfare Department authorities (36.3%). Both the DO social welfare (16.5%) and executive district officer (6.6%) make more decisions regarding the development projects compared to the CDPs. The results show the CDPs as having the most limited decision-making power in launching development projects at the local level (5.5%). The results make it clear that the majority of the projects introduced by the CDPs in local communities are planned by as well as decided on by the higher authorities. Other than government institutions, people in communities also make implementation decisions for the development activities to be launched by the CDPs (25.3%). In situations of both top-down and bottom-up implementation decisions, CDPs are seen as in between the higher authorities and the local communities.

Table 4.41: Ways to Evaluate the CDPs' Performance

	Number of responses	Percent of respondents (N=87)
Annual Confidential Reports (ACRs) of the CDPs staff	72	82.8%
Audit of funds	77	88.5%
Submitted reports	64	73.6%
Visits by higher authorities	65	74.7%
Evaluative research	23	26.4%
Performance of the CDPs is not evaluated	4	4.6%
	305	

The multiple responses in Table 4.41 give information about the different ways used to assess the work performance of the CDPs. The multiple results (305) indicate that the performance of a CDP is evaluated in more than one way. The majority of respondents (88.5%) report financial audit as most adopted way of assessing the CDPs' work. The Annual Confidential Reports (ACRs) of the CDP staff are found as the second commonest way to measure CDPs' work (82.8% respondents). Higher authorities (Directorate of Social Welfare, Executive District Officer, DO Social Welfare) also make visits to CDPs, NGOs and communities to find out about CDPs' work (74.7%). Another common method of CDP evaluation that appeared in the results is by progress reports submitted by the offices to higher authorities. The least used method of CDP performance assessment can be seen to be by research. Even then, it is an encouraging trend to see 23 responses about the conduct of evaluative researches. Most probably, this research is conducted on a small scale, independently by individuals on one CDP or in one city or district. The higher authorities may also conduct interdepartmental research to get information about any aspect of the functioning of the CDPs. Also, the Provincial Directorate gathers data on the number of registered NGOs from the CDPs.

Table 4.42: The Satisfaction Level of the CDPs' Performance as Part of Local Government

	Frequency	Percent
Highly satisfactory	16	17.6
Satisfactory	58	63.7
Average	12	13.2
Unsatisfactory	2	2.2
Do not know	1	1.1
Total	89	97.8
Missing	2	2.2
	91	100.0

After the implementation of the Local Government System 2000, CDPs also work under District Social Welfare and Executive District Office Community Development. Table 4.42 presents views of the DDOs about the CDPs' performance level as part of the local government. More than three quarters of the DDOs seem satisfied (63.7%) and highly satisfied (17.6%) with the CDPs' performance in the local district governments. Twelve respondents find the nature of the CDPs' collaboration with the local government as average. Only two DDOs rate the CDPs' work as part of the local district government as dissatisfactory.

Table 4.43: The Satisfaction Level of the CDPs' Performance as a Major Community Development Programme Run by the Provincial Government

	Frequency	Percent
Highly satisfactory	20	22.0
Satisfactory	50	54.9
Average	14	15.4
Unsatisfactory	5	5.5
Total	89	97.8
Missing	2	2.2
	91	100.0

The satisfaction level ratings of the CDPs as part of the provincial government is not too different from the results mentioned in Table 4.42. The results show that CDP work performance is slightly less satisfactory than being part of the local government. The performance appears satisfactory (54.9%) and even highly satisfactory (22%) in Table 4.43. In comparison with the results in Table 4.42, a slight decrease could be seen in satisfactory and a slight increase in highly satisfactory levels. The CDP work performance as a major community development programme of the provincial government is seen as average by 15.4% of DDOs, and according to five respondents, the CDP performance is poor as a major development programme of the provincial government. This can be due to the fact that the district local governments are in regular and close contact with the CDPs compared to the provincial government. The district social welfare offices, the immediate higher authority of the CDPs, work under both the provincial and local district governments.

4.5 Problems and Needs of CD Projects

The varied nature of problems and needs affects smooth working of the CDPs and almost all the stakeholders connected with these projects are blamed as more or less responsible for any problems. These problems include finance, CDP office management, CDP staff training, NGO registration, working with NGOs, direct entries in communities and the local peoples' lack of awareness of the CDPs' work.

Table 4.44: Financial Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=91)
Delay in funding for the CDPs	40	44.0%
Insufficient funding for the CDPs	66	72.5%
Insufficient TA/DA for the CDPs	68	74.7%
Insufficient funding for NGOs	81	89.0%
Low salaries of the CDPs staff	21	23.1%
	276	

As far as the financial problems of the CDPs are concerned, Table 4.44 presents 276 multiple responses from the respondent DDOs. It appears from the results that the CDPs do not get enough funds for the development projects of the registered NGOs (89.0% respondents). The lack of development funds for registered NGOs affects CDP performance indirectly, as mostly the CDPs perform community development activities with the cooperation of the registered NGOs. The second major financial problem is insufficient funds allocated for travel allowances and daily allowances (TA/DA) of the CDP staff (74.7% respondents). It is a fact that the CDP staff move in communities to assess community needs, to verify NGO registration cases, to visit NGO development projects, to launch direct projects and to work during emergencies, so a lack of funding for the staff TA/DA hinders the proper functioning of the CDPs. In addition, 72.5% respondents mention that higher authorities allocate insufficient funds for the CDPs.

These funds possibly include resources for office building, furniture, telephone, computer, stationery etc. Besides insufficient funds, 44.0% of respondents indicate a delayed provision of these funds to the CDPs. Many DDOs mention their low salaries as one of the financial problems that decrease their work performance.

Table 4.45: Office Management Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=91)
No proper building for the CDPs	49	53.8%
No proper office equipment for the CDPs	52	57.1%
No vehicle for staff movement	80	87.9%
Shortage of staff at the CDPs	60	65.9%
	241	

The multiple responses (241) in Table 4.45 present results about the obstacles that affect CDP office management. A lack of availability of permanent office transportation appears as a major office management problem that limits the proper functioning of the CDPs. No doubt, most of the CDPs' work includes field activities that need full time access to transportation. The results mention a staff shortage as the second major problem affecting CDP office management (65.9% respondents). This finding seems to agree with results presented in the Section-II about staff availability. According to the DDO respondents (57.1%), their CDPs also lack office equipment, which again disturbs the smooth running of the offices. Office equipment may include furniture, telephones, computers, stationery etc. More than half of the respondents (53.8%) consider that no access to proper office buildings also affects the smooth working of the CDPs.

Table 4.46: Problems related to Staff Training affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=80)
No trained Deputy District Officer (DDO)	17	21.3%
No trained Supervisor	40	50.0%
No trained clerk	23	28.8%
No trained junior staff	25	31.3%
No major problem related to the training of the CDPs staff	24	30.0%
Do not know	2	2.5%
	131	

The respondent DDOs also admitted facts about untrained staff appointed at the CDPs. The majority of the responses in Table 4.46 indicate that supervisors are not trained well enough to perform their duties efficiently (50.0% respondents). The supervisors are supposed to interact with communities and NGOs in many development-related activities. Almost one third of respondents (31.3%) blame untrained junior staff (office assistant) as a hurdle to the smooth running of the CDPs. Similarly, 28.8% respondents report untrained clerical staff as one of the major problems of the CDPs. Seventeen DDO respondents admit that they are not trained well enough to run and head the matters of their offices (21.3%). However, 24 respondents do not see that any staff training issues disturb the routine work of the CDPs. It has been mentioned already in the results in previous sections that CDP staff, especially DDOs need training and even refresher courses to update their skills.

Table 4.47: Problems Related to NGO Registration that Affect the CDPs' Work

	Number of responses	Percent of respondents (N=87)
Too long and complicated registration process	38	43.7%
Noncooperation of NGOs during registration	28	32.2%
Noncooperation of higher authorities for in time registration	9	10.3%
Deregistration of NGOs	8	9.2%
Political pressure for registration	25	28.7%
No major problem faced by the CDPs related to registration of NGOs	20	23.0%
	128	

Table 4.47 points out various NGO registration issues that affect the smooth working of the CDPs. Out of the total of 87 respondents, 43.7% indicate that the NGO registration process through the CDPs is lengthy and complex, which influences the projects' proper functions. In such cases, people seeking NGO registration could have to visit the CDP offices many times. The NGO registration process could be long and complicated either due to incomplete registration files or a slow response from the registration authorities. Another problem faced by the CDPs is the noncooperative attitude of people seeking NGO registration (32.2% respondents). In addition to that, people seeking NGO registration put political influence on the CDPs (28.7% respondents). Nine respondents consider noncooperation of the higher authorities as a problem in cases of NGO registration. In such cases, CDPs have to respond to both NGOs and higher authorities, which disturbs the work routine. According to 9.2% of respondents, the cancellation of NGO registration also creates problems for the running of the CDPs, as, although NGO deregistration is unusual, it is difficult to settle NGO matters after their deregistration. The CDPs have to face all the consequences that occur from the deregistered organisations. Twenty DDO respondents find that NGO registration does not cause any major problems that affect the smooth working of the projects.

Table 4.48: Problems Related to Working with the Registered NGOs that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=89)
No routine progress report by NGOs	81	91.0%
No audit report of NGOs	63	70.8%
No field activities by NGOs	48	53.9%
No meeting attendance by NGOs	47	52.8%
No cooperation during emergencies by NGOs	25	28.1%
No cooperation on celebration of national and international days by NGOs	17	19.1%
Political involvement in NGOs	29	32.6%
No contact with people in communities by NGOs	39	43.8%
No problem	4	4.5%
	353	

The CDPs and registered NGOs are interdependent regarding most of the community development activities. The CDPs are officially responsible for assessing NGOs activities, problems and needs and also for updating higher authorities about NGOs progress. Table 4.48 presents multiple responses (353) about different actions of the registered NGOs that affect CDP function. It is evident from the results that no submission of progress reports most disturbs the CDPs' work (91.0% respondents). The second major problem faced by the CDPs is no submission of audit reports (70.8% respondents). Furthermore, 53.9% respondents mention that registered NGOs do not launch any welfare or development projects. The NGOs do not attend meetings called by the CDPs, which also affects the performance (52.8% respondents). Many DDOs (43.8%) even report that registered NGOs do not keep in contact with local people. It creates a question mark over CDP performance if registered organisations do not contact communities or do not initiate development projects in communities. Another issue affecting the smooth working of the CDPs appeared to be political groupings within and among registered NGOs (32.6% respondents). The previous results already

indicated political involvement during the NGO registration process. A considerable number of respondents complain about noncooperation of NGOs with the CDPs during emergencies and in the celebration of national and international days. Four DDOs report no complaints against registered NGOs regarding the smooth working of the CDPs.

Table 4.49: Problems Faced by the CDPs in Making Direct Interventions in Local Communities

	Number of responses	Percent of respondents (N=82)
The CDPs are not allowed officially	5	6.1%
Deputy District Officers do not want	3	3.7%
NGOs create hurdles for the CDPs	21	25.6%
People in communities do not want	18	22.0%
No Problem to make direct contact by the CDPs with people in communities as NGOs are already working	22	26.8%
No transportation	60	73.2%
	129	

It appeared in the results mentioned above that the CDPs make direct interventions at the grassroots level as well as indirect contacts through the registered NGOs. Table 4.49 presents major factors that prevent the CDPs from keeping in direct contact with local communities (129 multiple responses). Here again, the lack of availability of office vehicles appears as a major problem in making direct intervention at the local level (73.2% respondents). The second largest percentage (26.8%) indicates that CDPs face no problem as registered organisations facilitate to intervene at local level, although 25.6% of respondents report NGOs as the second major problem for the CDPs to make contact at the grassroots level. The DDOs (22.0%) also point out that the community members themselves are a hurdle to the CDPs' interventions in communities. A small number of respondents (6.1%) deny any direct entries of the CDPs into the communities, as they are not allowed to by higher authorities, and three DDOs admit their intentions to avoid direct interventions at the local level. It seems possible that in

cases where NGOs are actively involved in development projects in local communities that the CDPs find no need to intervene directly.

Table 4.50: Problems Regarding the Communities' lack of Awareness of the CDPs' work

	Number of responses	Percent of respondents (N=83)
Lack of finances for awareness	26	31.3%
Shortage of staff for awareness	19	22.9%
Policy matters	9	10.8%
Overpopulation	21	25.3%
No role played by NGOs for awareness	23	27.7%
No interest of people in communities	13	15.7%
No problem exists regarding unawareness of people in communities	54	65.1%
	165	

A lack of awareness of communities about the CDPs' work affects the smooth performance of these projects. Table 4.50 presents results about the different reasons for this lack of awareness. A big majority of respondents (65.1%) find no lack of awareness prevailing in local communities. However, 31.3% respondents also indicate that CDPs lack the finances to make communities aware of their work. The financial problems of the CDPs have been already mentioned at the start of this section. The respondent DDOs (27.7%) also blame registered organisations for having no awareness campaigns about the CDPs' work. The results indicate that CDPs are unable to create awareness in the huge population in their areas (25.3% respondents). The CDPs having many other responsibilities are not in a position to easily cover a population of more than 35000 people. In addition, the CDP staff shortage is another reason behind community members' lack of awareness of the CDPs. Local people also do not take an interest in the CDP's work in their areas (15.7% respondents). Nine respondents blame policy matters of the Social Welfare Department for a lack of awareness of the communities of

the CDPs' existence and work. These policies may include financial matters, staff appointment, transport and communication facilities for the CDPs.

4.6 Suggestions for Improving the CDPs' Work

The last section of results includes suggestions given by the DDO respondents to improve the existing performance of the CDPs. As mentioned in the methodology chapter, the open-ended responses were categorized on the basis of similarities and dissimilarities of meaning. The response categories and codes were processed through SPSS to obtain frequencies and percentages of the results. The DDOs gave suggestions for the Provincial Ministry of Social Welfare, registered NGOs, people in communities and DDOs to enhance CDP work performance. The response rate for this open-ended section was calculated as low as compared to the closed-ended questions.

Table 4.51: Suggestions for the Provincial Ministry of Social Welfare for the Improvement of the CDPs' Performance

	Number of responses	Percent of respondents (N=72)
Provision of building	42	58.3%
Provision of Vehicle	59	81.9%
More funds for the CDP	67	93.1%
More authorities for DDOs	8	11.1%
Recruitments at vacant posts	32	44.4%
Staff training	47	65.3%
Provision of more staff	11	15.3%
Provision of office equipment	21	29.2%
Changes in legislation related to the CDPs working	3	4.2%
Awareness raising about the CDPs working	9	12.5%
Establish more CDPs	10	13.9%
	309	

The respondent DDOs suggested various measures to the Ministry of Social Welfare and Directorate of Social Welfare (309 multiple responses) as seen in Table 4.51. The majority of respondents (93.1%) recommend the higher provincial authorities to increase funding for the CDPs. Indirectly, it can be inferred that this increase in funds would be to support better office management and field activities of the CDPs and for better NGO support. The second major demand made by the respondents is for vehicle provision for the CDP offices. No doubt, the CDPs need to travel to visit local communities, NGOs and development projects. The multiple results present CDP staff training as the third major suggestion for the ministry (65.3% respondents). Although the officers and some other staff go through different training, as mentioned in earlier results, they also need refresher courses and even some new types of training. The DDOs (58.3%) also propose that the higher authority should provide proper buildings for the CDPs. A considerable number of respondents (32) suggest the filling of vacant posts at the CDPs. This ties in with the results from an earlier section that mentions that many posts at the CDPs lie vacant. In addition to that, the respondents (15.3%) would like the ministry to appoint more staff at the CDPs for performance improvement. The higher authorities are also requested to provide missing office facilities and equipment for the CDPs (29.2% respondents). All the suggestions about provision of computers, furniture, telephones and stationery, etc., were included in the office equipment category. Ten DDO respondents recommend the establishment of new CDPs. This seems quite an appropriate suggestion as no CDP has been added after 1983 in the Punjab Province and the existing CDPs have to cover large populations. The results also mention the DDOs' suggestions for the ministry to launch awareness campaigns about the CDPs' work (12.5% respondents). Eight respondents propose the increase of their authorities as DDOs. It is witnessed in previous results that DDOs or CDPs hold limited authorities regarding NGO registration cancellation and any actions against

nonfunctional and nonregistered organisations. In addition to that, three respondents suggest that the ministry should revise legislation about CDP work.

Table 4.52: Suggestions for the Registered NGOs for Improving the CDPs' Performance

	Number of responses	Percent of respondents (N=71)
Remain in contact with the CDPs	49	69.0%
Cooperation with the CDPs	54	76.1%
Submission of progress report	29	40.8%
Submission of audit report	24	33.8%
Regular NGO election	20	28.2%
Work for solution of community problems	27	38.0%
Attendance in the CDPs called meetings	31	43.7%
Avoid political involvement in NGOs matters	8	11.3%
	242	

Table 4.52 presents 242 multiple response results about DDOs' suggestions for registered NGOs that would allow the CDPs to improve performance. The majority of the respondents (76.1%) guide the NGOs to cooperate with the CDP offices. This cooperation could be assisting CDPs during direct interventions, NGO visits, during emergencies, etc. The second major suggestion for registered organisations is to remain in touch with the CDPs (69.0% respondents). Though, these NGOs are registered through the CDPs, many of them become inactive or ignore the CDPs. Indirectly, this affects the smooth working of the CDPs. The DDOs (43.7%) also suggest that the NGOs participate in the meetings called by the CDPs. All three suggestions for NGOs mentioned above demand contact and cooperation of the organisations with the CDPs. The fourth major recommendation is submission of the NGO work progress reports (40.8% respondents). Furthermore, the registered organisations are advised to submit audit reports of their all development projects (33.8% respondents). Along with these suggestions, 38.0% of DDOs also emphasize a wish that the NGOs should involve in

solving community problems. In other words, NGOs are advised to take practical steps for community development. The respondents (28.2%) also guide the NGOs to conduct regular executive body elections within organisations. The NGO registration laws have clearly mentioned the executive body election requirement for organisations, as this makes all management matters transparent. A small number of respondents (8) advise registered NGOs to stay away from political groupings and activities. It is clear from previous results that NGO personnel involve politics in NGO matters, as they even use political pressures for registration purposes.

Table 4.53: Suggestions for the People in Communities to help Improve the CDPs' Performance

	Number of responses	Percent of respondents (N=64)
Contact with the CDPs	53	82.8%
Inform the CDPs about social problem existing in the community	34	53.1%
Take guidance about problem solution from the CDPs	19	29.7%
Get awareness about CDPs and NGOs	24	37.5%
Cooperate the CDPs for NGOs registration	25	39.1%
Cooperate with the CDPs for problem solution in the community	29	45.3%
Assist NGOs for development projects	20	31.2%
Register NGOs through the CDPs	23	35.9%
Cooperate the CDPs for NGOs assessment	21	32.8%
	248	

The DDOs make many suggestions for local community members that would enhance CDP performance. As seen in Table 4.53, the majority of the responses suggest that local communities remain in contact with the CDPs in their areas (82.8% respondents). The results suggest that people in communities should make the CDPs aware of social problems existing in their communities (53.1% respondents). Also, they should assist the CDPs in the solution of community problems, as proposed by the 45.3% respondents. In addition, the DDOs advise local people to help the CDPs during the

NGO registration process (39.1% respondents). This help could include NGO office verification, project verification, membership verification, etc. The results also suggest that the local people should get an awareness of and updates about the CDPs and NGOs in their communities (37.5% respondents). The respondents encourage people in the communities to get their NGOs registered by the Social Welfare Department (35.9% respondents). The results show that the local communities should cooperate with the CDPs in cases of NGO assessment (32.8% respondents). Furthermore, they are guided to help NGOs during community development projects. Figures in table (29.7% respondents) also point out that the local people should seek guidance from the CDPs to solve their local problems. It becomes clear from the results that the role of the grassroots communities is vital to improve the CDPs work.

Table 4.54: Suggestions for DDOs to Improve the CDPs' Performance

	Number of responses	Percent of respondents (N=73)
Attendance in office	19	26.0%
Get training regularly on to run the CDPs matters	45	61.6%
Report higher authorities about the CDPs progress	17	23.3%
Inform higher authorities about the CDPs problems	21	28.8%
Remain in contact with NGOs	34	46.6%
Regular meetings with NGOs	25	34.2%
Contact with community	14	19.2%
NGOs visits	33	45.2%
Conduct of NGOs trainings	26	35.6%
Guidance provision for NGOs registration	28	38.4%
Awareness about needs and problems in the community	16	21.9%
Aware NGOs and communities about problems	14	19.2%
	292	

On open-ended query, 73 respondents gave 292 multiple responses containing suggestions for the DDOs to help improve the running of the CDPs. The majority of

responses in Table 4.54 emphasize the DDOs to obtain regular training for running CDP matters (61.6% respondents). This result could be seen in accordance with previous results about staff training status and needs. On the basis of the results, it becomes clear that staff training is one of the major needs for running the CDPs effectively. The second and third major suggestions given by the respondents are related to dealing with registered organisations. The DDOs advise maintaining contact with NGOs (46.6% respondents), to conduct regular meetings with them (34.2% respondents) and to visit NGO offices and field activities (45.2% respondents). Most of the CDPs tasks are concerned with NGOs, so the suggestions about interaction with NGOs and their visits are quite relevant. Further, the officer respondents suggest that DDOs should provide guidance for NGO registration through their offices (38.4% respondents). It is true that proper awareness and guidance about NGO registration with Social Welfare Department would attract people to get registration through the CDPs. The results show (35.6% respondents) that, except for staff training, the DDOs also guide the CDPs to provide training for the registered NGOs. However, the results also mention some suggestions regarding CDP contact with the higher authorities. The DDOs are advised to take CDP issues and problems to the higher authorities (28.8% responses). They also suggest updating the higher authorities about the achievements of the CDPs (23.3% respondents). The respondents mention another important point, which is the full time attendance of DDOs at the CDPs. They suggest that better attendance of DDOs at the offices would lead to an improvement in services (26.0% respondents). It seems a very practical suggestion which would be possible after recruitment of more DDOs to fill the vacant posts, as many officers have extra responsibilities of the CDPs or other social welfare institutions. As seen in the table, the DDOs are also advised to get an awareness of community problems (21.9% respondents). In addition, it is suggested that they interact with local communities and to make NGOs and local people aware of

community problems (19.2% respondents). The table's results show that the respondents mainly make suggestions for the DDOs regarding their professional improvement, NGOs, higher authorities and local communities.

4.7 Conclusion

The DDOs (91) from all districts participated to answer research questions and this strengthens the results. The majority of the respondent officers appointed at the CDPs are in a young age group, up to 40 years, for whom work experience at the offices is 1–5 years and qualification is an MA. It is worth noting that a very small number of the females serve as DDOs at the CDPs, which could affect women's participation in the community development process at all levels. In the Punjab Province, no CDP has been established after the early 1980s and a large majority of DDOs reported population coverage of their offices as more than 35000 people.

Apart from a shortage of the lower staff, more than one quarter of DDO posts were lying vacant, which could indirectly affect community development practices by the CDPs. The major reasons behind vacant CDP posts are the ban on government jobs and a lack of finances to pay new CDP staff. All officers received training to run CDP matters from the Provincial Directorate of Social Welfare, other government departments and private organisations. Presently, a big majority of respondents feel the need for training for their roles as officers, office management, budgeting, NGO record maintenance, project designing and refresher courses. Although the CDP staff performance appeared as good, one third of the respondents put staff work in the average category, which raises questions about staff performance.

According to the large majority, people in the communities are aware of the CDPs practices in their areas. The main reason for a lack of awareness is little or no interest from the local people about the CDPs and no awareness campaign by the NGOs.

However, people seeking NGO registration apply for registration in the CDPs, but the role of the CDP staff also appears important in the initiation of NGO registration. The CDPs provide verbal guidance, forms and pamphlets and make NGO field visits at the time of NGO registration. Mostly, the people seeking NGO registration follow the instructions of the CDPs during the registration process and the organisations' objectives are consistent with the guidelines of the CDPs and community problems and needs.

The CDPs verify NGO registration cases by reading submitted files, membership, organisations' offices and bank accounts. In the majority of cases, the registration verification processes are carried by the DDOs along with verifications by lower CDP staff. Mostly, the duration of the registration process is three months or more than that, and is considered easy and long by the DDOs. The lengthy NGO registration process is a considerable question which could be linked to the low number of available CDPs, heavy population coverage of the CDPs and staff shortages at these offices.

The newly registered organisations are provided counselling and training by the CDPs. Facilitation of funding for these organisations is comparatively low. However, the registered organisations seek funding guidance and direct funding from the CDPs. Also, the NGOs request record maintenance, project design training and coordination with other NGOs. The CDPs adopt various ways to interact with the registered organisations including site visits, telephone, mail, direct meetings and also emails. Often, the CDPs conduct monthly meetings with the registered organisations but a considerable number of the DDOs admitted rarely having meetings between the organisations and the CDPs. The major agendas of the meetings include assessment of NGO performance and needs as well as new development projects for the organisations. CDPs' performance is discussed rarely during these meetings.

The majority of the NGOs registered with the CDPs work for education, women welfare, health and child welfare. Besides these service areas, the organisations also cover other thematic areas which are mentioned in the registration law followed by the CDPs (Voluntary Social Welfare Agencies Registration and Control Ordinance, 1961). The CDPs assess the activities and development projects of the organisations mainly through field visits and progress and audit reports.

Although CDPs provide direct services during emergencies, they mostly follow instructions from higher authorities and provide services through registered NGOs. CDPs provide food, goods, health, rehabilitation, blood donation, counselling, tents and shelter services directly or indirectly during emergencies.

As far as authority and roles of the CDPs are concerned regarding dealing with cancellation of NGO registration, nonfunctional NGOs and nonregistered NGOs, the CDPs have only limited powers to deregister the NGOs. These offices can report to higher authorities about nonfunctional and nonregistered organisations in their areas, and they can only make recommendations to higher authorities for the registration cancellation of nonfunctional NGOs. NGO registrations are cancelled on the grounds of having no development project, not submitting reports and embezzlement by the NGOs. The respondent officers do not put any blame on the CDPs for NGOs becoming non-functional, but claim to assist the nonfunctional organisations.

Though the CDPs appear as dominant in dealing with the registered NGOs, their role is witnessed as participative rather than only dictatorial. The results even show that the CDPs seem to be led by the organisations. The sense of the CDPs participative dealing with the NGOs seems to be strong, as a majority of the officers claim satisfactory relationships between the CDPs and NGOs in the case of both formal and informal dealings. Similarly, the DDOs present the CDPs' role as participative in both leading

and being led by the local communities in the case of direct intervention at the grassroots level.

The CDPs make direct intervention in communities on the request of the local people, on their own initiative, on the advice of NGOs and on any instructions of the higher authorities. Mostly, the CDPs interact at the grassroots level to initiate development activities on instruction from higher authorities, to process NGO registration cases and to provide services during emergencies. They also intervene at the local level to launch programmes on the suggestion of local organisations and community members and to assess needs and problems of the local people. Though the local community members and local NGOs appear to be cooperative and very cooperative with the CDPs during the direct intervention at grassroots level, many officers, however, also report average cooperation and noncooperation.

The role of the CDPs in planning and decision-making regarding any development activities and projects at grassroots level appeared as very low as compared to higher authorities and even local communities. These findings agree that the role of the local people in planning and decision-making is lower than government authorities, which also include the CDPs. However, the CDPs role is also very minor and most decisions are made by the higher authorities. The CDP performance is evaluated through various ways. The major evaluation methods include an audit of CDP funds, Confidential Reports (ACRs) of the CDP staff, visits from higher authorities and CDP reports submitted to higher authorities. The amount of research to assess CDP performance is very low. The performance of the CDPs as part of both the provincial government and the local government appeared to be satisfactory and highly satisfactory, although the results showing average and unsatisfactory performance of the CDPs are also important.

The CDPs lack finances to fund NGO development funds, for TA/DA of the CDP staff and CDP offices. Furthermore, slow provision of funds to the CDPs and low salary packages are also financial problems of these offices. Vehicles are not provided for these projects to manage the field activities. Office management of the projects is affected due to a shortage of staff and necessary office equipment. The majority of the CDPs either have no government owned or proper buildings to work smoothly in. Untrained staff appointed at the CDPs is another office management hurdle for the proper working of the CDPs. Apart from commenting on untrained lower staff, many officers admitted their lack of training for running the CDPs.

The NGO registration process seems too long which affects the work performed by the CDPs. This process involves NGOs seeking registration, the CDPs and the higher authorities who finalize it. Both the noncooperation of people seeking NGO registration and political pressure put by these people for registration affect performance of the CDPs. Besides that, registered organisations do not submit their progress and audit reports to the CDPs. The CDPs also face problems due to a lack of field activities/projects, poor meeting attendance and no contact with local people by the registered organisations. The noncooperation of NGOs during emergencies and the involvement of the politics in the organisations' matters hinder CDPs' performance.

Often, the CDPs are not in the position to make direct interventions at the grassroots level due to a lack of availability of official transportation. The DDOs also blame the noncooperation of NGOs and local people as hurdles reducing the CDPs' direct contact with local communities. A lack of awareness on the part of local people about the work and services of the CDPs does not appear a major problem. Even then, a lack of finances for awareness creation, no awareness campaigns by the NGOs, heavy

population coverage of the CDPs, staff shortage and little interest from the local people are seen as major factors affecting the CDPs smooth performance.

The DDOs suggest that the Provincial Ministry of the Social Welfare should provide more funds and vehicles for the CDPs. Staff training, proper office buildings and recruitment of staff for vacant posts are also major needs for the smooth working of CDPs. Recommendations for proper office equipment, more staff, more powers for the DDOs and more CDPs are also made by the respondent officers. The registered NGOs are recommended to cooperate and remain in contact with the CDPs to enhance the work performance of these offices. The officers also assume improved performance of their offices when registered organisations attend meetings called by the CDPs, submit their progress and audit reports and act to solve problems at the local level. As well as keeping in contact with the CDPs, the local people are also advised to inform the CDPs about community problems and cooperate for the solutions. The DDOs express the view that the local people should cooperate with the CDPs regarding NGO registration and assessment. The grassroots people need to have an awareness of the work of the CDPs and NGOs in their areas and to register organisations through the CDPs.

Finally, the respondent officers put forward some important suggestions for the DDOs to enhance CDP performance. They stress that the officers update their training for running the CDPs. The DDOs need to remain in regular contact with the organisations and conduct meetings with and visit the NGOs. The officers could improve CDP performance by creating awareness of NGO registration through their offices and by provision of necessary training to the registered organisations. They should also update the higher authorities about the CDPs' progress and problems. Some officers emphasize the attendance of the DDOs in their offices. They also need to know about community problems and needs and should make NGOs and local people aware of these problems.

RESULTS –NGOs REGISTERED WITH THE CDPs

This chapter presents phase two of the results about the working practices, problems and needs of the community development projects. This chapter's results deal with NGOs registered with the CDPs in the Punjab Province. The results comprise responses of the NGOs' representatives, who are members of the executive bodies of the organisations. These results also focus on the same research questions mentioned in the previous chapters. Apart from the first section, almost all the sections have similar types of queries about the CDPs. The first section of the findings is concerned with demographic data of the respondent NGOs. These results present the views of registered NGO representatives about CDP office work, staff, NGO registration, working with NGOs, direct intervention at the grassroots level, and problems and needs. The results also include suggestions from the respondents for enhancing the work of CDPs.

As guided by the methodology and sampling frame, a total 601 self-administered questionnaires (translated into the Urdu language) were delivered to the target population (NGOs registered with the 116 CDPs) in all 36 districts of the Punjab Province. The response rate for registered organisations with the CDPs remained satisfactory (70.9%) as 426 participants returned completed questionnaires after a certain time estimated for data collection. All the data received were coded by district, with separate serial numbers on the questionnaires. Data was processed and analysed through SPSS to obtain the results format presented here. As with the results presentation for the DDOs in the previous chapter, simple tables, multiple response tables and figures were drawn through SPSS. Frequency and percentage tables and figures were presented to make the results simple and easy.

5.1 Demographic Information of Respondents and NGOs Registered with the CDPs

The results in this section present facts about the gender, age group, academic qualifications, designations and NGO work experience of the respondents. In addition, this section includes results about the establishment and year of registration of the organisation registered with the Social Welfare Department (CDPs). The level of geographical coverage of the NGOs is also presented in the results.

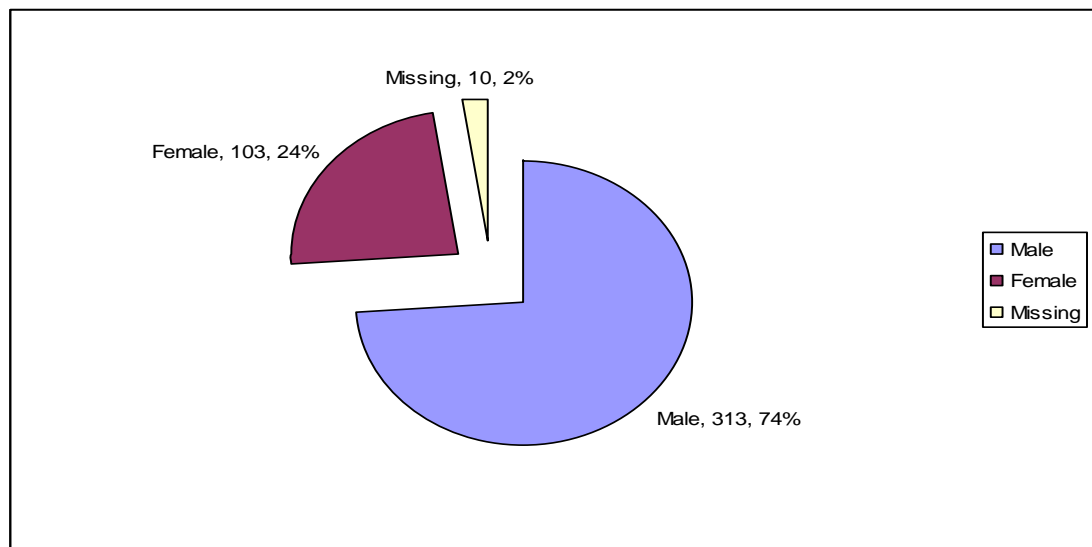


Figure 5.1: Gender of the Respondents

Figure 5.1 above displays the information about the gender of NGOs representatives who have participated in the study. With special reference to study participants, male representation is dominant in registered NGOs as shown in the table. The large majority of respondents (74%) are male and nearly 24% are females. Of the total respondents, 10 participants do not complete the gender category question. Although the percentage of female NGO representatives is higher than female DDO respondents, the overall representation of the female gender is very low in the community development sector. Most of the study participants are in the age group of 41–50 years. Almost one quarter of the respondents have passed the age of 50 years and are near to 60 years old. The

results indicate that all respondents are literate and the majority of them are college and university qualified.

Table 5.1: Positions/Designations of the Respondents in the Organisations

	Gender				Total	
	Male		Female			
	Frequency	Percent	Frequency	Percent	Frequency	Percent
President	178	41.8	43	10.1	221	51.9
Vice-president	17	4	4	0.9	21	4.9
General Secretary	111	26.1	39	9.2	150	35.2
Finance Secretary	6	1.4	4	0.9	10	2.3
Joint Secretary	1	0.2	9	2.1	10	2.3
Media Secretary	0	0	1	0.2	1	0.2
Total	313	73.5	100	23.4	413	96.9
Missing	8	1.9	5	1.2	13	3.1
	321	75.4	105	24.6	426	100

Table 5.1 shows designations of NGO representatives who participate in the study. More than half of the respondents (51.9%) are the president of NGOs registered with CDPs, which is considered as a key and decision-making post in the management hierarchy. More than one third of the participants (35.2%) is working as general secretaries in their organisations. The rest of the respondents mention their designation as vice president (4.9%), finance secretary (2.3%), joint secretary (2.3%) and media secretary (0.2%). The results show that the large majority of respondents approached for this study hold important positions in the executive bodies of NGOs. As far as female at NGOs' designations are concerned, percentages show that important executive body positions are not held by females. Discriminations at this level affect women's participation at a lower level and even in development projects at community level. The results show that about one third of the respondents have been working in their

organisations for 6–10 years. According to the results, the trend for NGO establishment increased sharply over the period of 1991–2000.

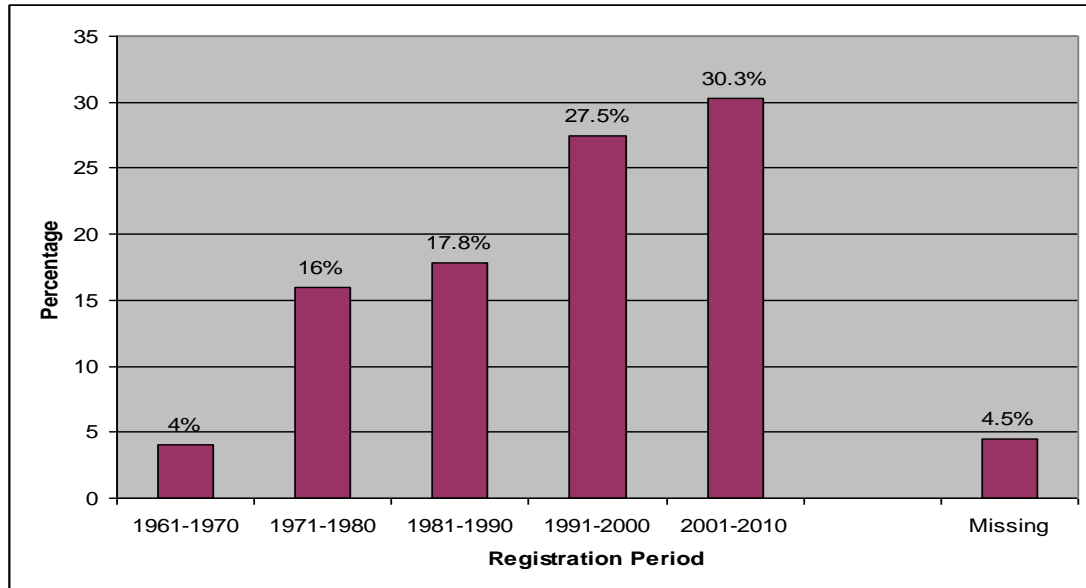


Figure 5.2: Registration Year of the Organisation with the CDPs

Figure 5.2 shows the responses of participants about the year of registration of the NGOs. Most of the organisations have been registered with CDP offices during the period of 2001–2010, as mentioned by 30.3% of the respondents. The second major NGO registration period, according to the participants (27.5%) is 1991–2000. The third highest rate of NGOs registration was in 1981–1990 (17.8% of respondents). According to a considerable number of respondents (16%) their NGOs were registered during 1971–1980, but only a few respondents report that their NGOs were registered with CDP offices during the period of 1961–1970. Some NGOs were established before 1961 but none of these were registered with CDP offices. The reason behind this is that CDP offices start NGO registration after the promulgation of the Voluntary Social Welfare Organisations (Registration and Control) Ordinance, 1961.

Table 5.2: Geographical Coverage of the Organisations

	Frequency	Percent
Local	188	44.1
District	126	29.6
Provincial	58	13.6
National	21	4.9
Total	393	92.3
Missing	33	7.7
	426	100.0

The results in Table 5.2 mention the geographical coverage of the NGOs registered with the CDP offices. The majority of the respondents report that their organisations perform at the local level within the jurisdiction of the CDP offices (44.1%). More than one quarter of the organisations cover their district as their geographical region of cover (29.6%). The number of NGOs working at the provincial and national level is observed as less than one fifth of the total respondents. It can be seen that no international level organisation is registered with the CDP offices. There are 33 respondents who do not answer this query.

5.2 CDP Office Information

The second section of results shows the views of registered NGOs on the CDP offices and staff. The tables and figures present findings that describe how the respondents heard about the work of the CDPs. It includes results about the top authorities heading CDPs' work and population jurisdiction of the CDPs. The views on staff availabilities at the CDPs, needs for more staff and staff training, required training and staff performance ratings have been also presented in this section.

Table 5.3: Awareness Sources about the CDPs

	Number of responses	Percent of respondents (N=405)
Through awareness programme of the CDP	77	19.0%
Through District Office Social Welfare	199	49.1%
Through a registered NGO	157	38.8%
Through community people	74	18.3%
	507	

Multiple responses (507) given by 405 NGOs in Table 5.3, show the sources of the participants' awareness of CDP offices. The role of district offices Social Welfare is very prominent in raising awareness about CDP offices, as indicated by the results (49.1% of respondents). Registered NGOs also emerge as a considerable source of awareness. More than one-third of the respondents (38.8%) indicate that they knew of CDP offices through other registered NGOs in their areas. The results mention that the CDPs have a limited role in creating awareness of their work and services as expressed by only 19.0% of respondents. Similarly, only 18.3% of respondents gain awareness from local people.

The majority of the respondents describe that all CDP offices work under the provincial government. However, it is also found that district local governments are head authorities for the CDPs activities.

Table 5.4: Population Coverage of the CDPs

	Frequency	Percent
20000–25000 people	11	2.6
25000–35000 people	55	12.9
More than 35000 people	240	56.3
Do not know	107	25.1
Total	413	96.9
Missing	13	3.1
	426	100.0

The representatives of the organisations registered with the CDP offices report important and attention-demanding information about population coverage of the offices. A majority of respondents (56.3%) estimate that the CDP offices offer their services to more than 35000 people in their respective communities, which makes their work very difficult to perform with limited financial and human resources. The results in Table 5.4 indicate that almost one quarter of respondents (25.1%) do not know the population coverage of their CDP offices, and 13 respondents did not answer the question on population coverage. A small number of participants reported 25000–35000 population coverage of CDP offices.

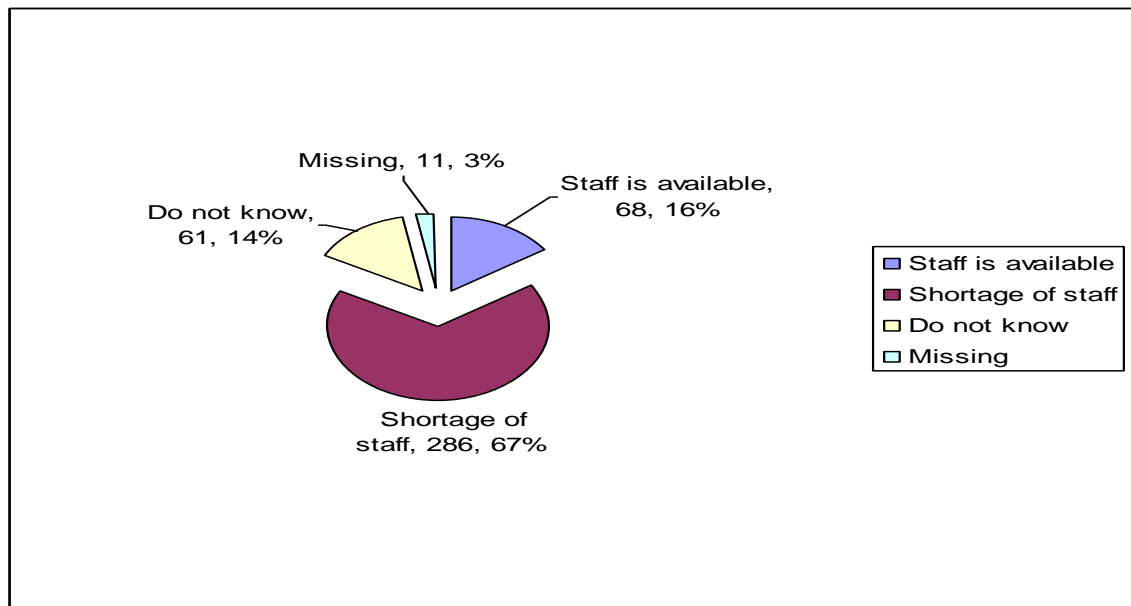


Figure 5.3: Staff Availabilities at the CDPs

NGO representatives reported very important information regarding staff availability at the CDPs, as mentioned in Figure 5.3. More than two thirds (67%) of the participants point out a shortage of staff at CDP offices in their respective areas where they have registered their NGOs. Only 16% of respondents find CDP offices well equipped with staff in their areas, while some (14%) participants do not have any information concerning staff availability at CDP offices. Out of 426 respondents, 3% did not participate in the query about staff availability at the CDPs with which they are registered and work. The above table indicates a considerable shortage of staff at CDP offices.

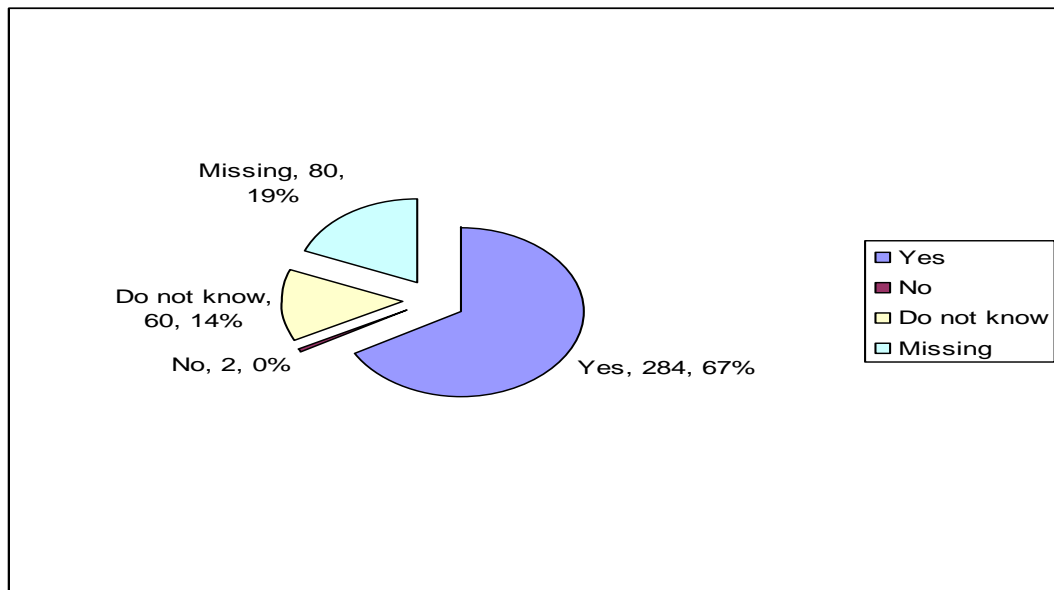


Figure 5.4: Is Staff Needed if Shortage at the CDPs

The information given in the Figure 5.4 is about the need of staff at community development project offices. These results are linked with the previous figure which reported on CDP staff shortage. Out of the 286 study participants who indicate staff shortage, 284 stress the need to fill or recruit new staff for the vacant posts at CDP offices. Their responses prove the problems created due to shortage of staff at CDP offices.

Table 5.5: Views about the CDPs' Staff Training

	Frequency	Percent
Well trained	28	6.6
Trained	110	25.8
Not trained	239	56.1
Do not know	35	8.2
Total	412	96.7
Missing	14	3.3
	426	100.0

Table 5.5 presents information about training of staff of the CDPs. Based on the information given by NGO representatives, it is seen that staff appointed at CDP offices

in the Punjab Province are not trained to provide their services (56.1%). Almost one quarter (25.8%) of study participants find CDP staff as trained, and only 6.6% claimed that CDPs staff appointed in their areas are well trained. Some of the respondents do not know if staff are trained or not (8.2%) while there are some NGO representatives (3.3%) who do not answer the question about CDP staff training.

Table 5.6: The Need for Training if Staff are not Trained

	Number of responses	Percent of respondents (N=237)
Roles and responsibilities of DDOs	204	86.1%
Office management	195	82.3%
Budgeting	119	50.2%
NGO record maintenance	157	66.2%
Project designing	125	52.7%
Refresher courses	183	77.2%
	983	

This multiple responses in Table 5.6 reveal results about training needed for staff appointed at CDP offices. Of those that answered ‘not trained’ in the previous tables, participants were further asked to comment on the need for staff training. Out of 237, approximately 86.1% of the respondents suggest that DDOs should receive training about their roles and responsibilities, while CDP staff need training in office management, according to 82.3% of the respondents. Refresher courses for CDP staff are also recommended by NGO representatives to improve their office’s work (77.2%). Study participants also suggest CDP staff to be trained for record maintenance of NGOs in CDP offices (66.2% of respondents). Furthermore, 52.7% of the NGO representatives focus on training for CDP staff for project design. The results in the table also mention the need of budget training as recommended by the 50.2% of the respondents.

Table 5.7: Rating of the CDP Staff's Performance

	Frequency	Percent
Very good	29	6.8
Good	142	33.3
Average	152	35.7
Not good/poor	65	15.3
Very poor	17	4.0
Do not know	4	.9
Total	409	96.0
Missing	17	4.0
	426	100.0

Table 5.7 presents the NGO representatives' views on rating the CDP staff's overall performance. Of the 426 participants, more than one third (35.7%) find CDP office staff performance at an average, which is between good and poor. However, almost one third (33.3%) of respondents rate staff work at CDP offices as 'good' which is a satisfactory sign favouring CDPs' work. In contrast, a considerable number of participants (15.3%) point out poor work by staff appointed at CDP offices and only a few of the respondents, 4% rate staff performance as very poor. A small number of respondents do not answer the question on rating of CDP staff. The results in the table show that more than half the participants do not consider CDP staff performance as 'good' and 'very good'.

5.3 Registration of and Working with NGOs

As discussed in the literature that the CDPs mainly deal with registration and working of the organisations, the organisations registered with these CDPs are in the position to respond about their experiences with the CDPs. This results section presents the responses of the NGO representatives about the CDP services for, during and after

NGOs registration. Tables and figures show respondents' views on official jurisdiction of the CDPs to deal with NGO registration cancellations, nonfunctional and nonregistered organisations. The results also provide information on NGO work fields, methods of contact and the nature of the relationships between the CDPs and the NGOs. The role of the CDPs during emergencies and views on how to assess NGO performance are presented in this section. Two tables also show NGO representatives' views on NGOs' problems and needs.

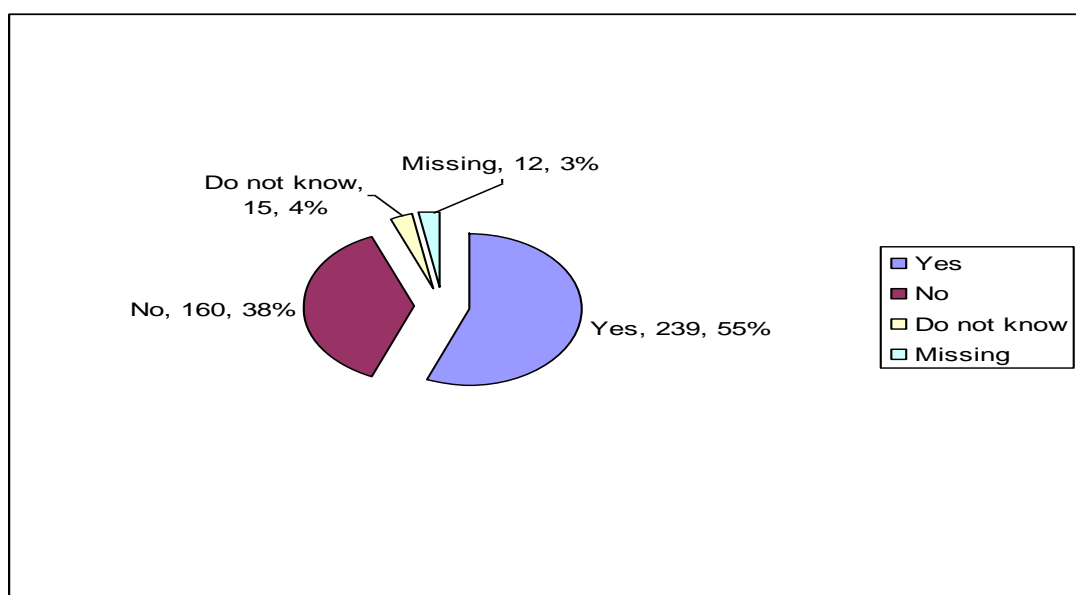


Figure 5.5: Awareness of Individuals and Community Groups of NGO Registration through the CDPs

Figure 5.5 demonstrates the responses of NGO representatives on the awareness of individuals and community groups about NGO registration through the CDPs. Individuals and groups in the communities are aware that CDPs offer services for registering NGOs, according to the majority of respondents (55%). However, more than one third (38%) of the participants report that individuals and community groups do not have an awareness of NGO registration through CDPs. A small number of respondents (12) do not respond and 15 do not have any knowledge of the awareness of individuals and community groups about NGO registration through the CDP offices.

Table 5.8: Reasons for a lack of Awareness of Individuals and Community Groups of NGO Registration through the CDPs

	Number of responses	Percent of respondents (N=156)
No awareness campaign by the CDPs	89	57.1%
No awareness campaign by registered NGOs	39	25.0%
Other options for NGOs registration	47	30.1%
Lack of interest on the part of communities regarding the CDPs and NGOs	80	51.3%
	255	

The results revealed in Table 5.8 are linked with the information given in previous figure. Of those who consider that people in communities are not aware of NGO registration through CDP offices, participants were further asked about the reasons behind that lack of awareness. The predominant response was that this is because CDPs do not run campaigns in communities about NGO registration through CDP offices (57.1% of respondents). It is seen as a weakness of CDP offices, particularly with regard to awareness campaigns about CDP services in general and about their NGO registration services in particular. Nearly half of the respondents (51.3%) indicate that community members have no interest in knowing about the CDPs' work and the NGO registration performed through these offices. Another reason behind the lack of awareness of individuals and community groups about NGO registration through the CDPs is the presence of other government offices that register NGOs with different registration processes (laws), according to 30.1% of the respondents. NGO representatives (25.0%) also blame the registered NGOs for not running awareness campaigns about NGO registration through CDP offices.

Table 5.9: Initiative Taking for NGO Registrations through CDPs

	Number of responses	Percent of respondents (N=411)
Communities themselves	365	88.8%
Supervisors appointed at the CDPs	150	36.5%
Deputy District Officers	52	12.6%
Referral	84	20.4%
	651	

Of the total 426 NGO representatives, 411 participants responded with 651 multiple responses when they were asked about who takes the initiative for NGO registration through CDPs. Community members interested in their NGO registration through CDPs start the NGO registration process by themselves (88.8% of respondents). According to the results in the Table 5.9, the supervisors appointed at CDPs initiate NGO registration cases (36.5% of respondents). In many situations, NGO registration cases are filed in CDPs on the guidance or suggestion of others (20.4% of respondents). The role of the DDOs appointed at CDP offices is seen as very nominal in taking the initiative for NGO registration through their offices, as indicated by 12.6% of the respondents. The majority of the respondents express the view that NGO registration initiatives are taken by people themselves.

Table 5.10: Facilitations Offered by the CDPs for NGO Registration

	Number of responses	Percent of respondents (N=410)
Verbal guidance is offered	335	81.7%
Pamphlets/Brochures are given	164	40.0%
Provision of forms	278	67.8%
Field visits	124	30.2%
	901	

Of the total respondents, 410 NGO representatives gave 901 responses when they were asked about assistance offered by CDPs for NGO registration. According to Table 5.10, the CDPs provide verbal guidance at the time and during the registration process to people who come to register their NGOs, as pointed out by 81.7% of respondents. According to 67.8% of respondents, the CDPs provide forms as facilitation when people approach them for the registration of their NGOs. The CDPs also provide pamphlets/brochures with information and guidelines for NGO registration as a form of assistance at the time of NGO registration through CDPs (40.0% of respondents). Furthermore, a considerable number of respondents (30.2%) indicate that the CDP staff make field visits to NGOs to facilitate the process of NGO registration through CDP offices.

Table 5.11: The Practices of People Seeking NGO Registration during the Registration Process through the CDPs

	Number of responses	Percent of respondents (N=407)
Follow instructions of the CDPs	214	52.6%
Make frequent contact with the CDPs	239	58.7%
Put pressure on the CDPs using informal networks and contacts	76	18.7%
Forget after filing registration case	47	11.5%
	576	

The query on the practices of people seeking NGO registration from the CDPs was responded to by 407 participants with 576 multiple responses as indicated in Table 5.11. People who make or wish to make applications for registration of their NGOs make frequent contact with CDPs to foster the registration process (58.7% respondents). The respondents find that people wishing to obtain NGO registration through the CDPs mostly follow instructions and guidelines given by the CDPs (52.6%). However, a considerable number of responses given by participants (18.7%) indicate that people seeking NGO registration put pressure on the CDP staff through their informal networks and contacts. Furthermore, many people file NGO registration cases in the CDPs and forget to follow it up (11.5% respondents).

Table 5.12: Level of Consistency of NGOs' Objectives with the Instructions of the CDPs and with Community Needs and Problems at Registration Time

	Frequency	Percent
High consistency	25	5.9
Consistency	222	52.1
Less consistency	102	23.9
No consistency	62	14.6
Do not know	3	.7
Total	414	97.2
Missing	12	2.8
	426	100.0

People seeking NGO registration through CDP offices make the objectives of the NGOs consistent with instructions given by the CDPs and with the needs and problems of communities, reported by most of the respondents (52.1%). However, in contrast, the results in Table 5.12 show that nearly one quarter (23.9%) of the study participants find little consistency of the NGOs' objectives with the instructions of the CDPs and with community needs and problems at the time of registration. In addition, 14.6% of the respondents claim that there is no consistency of the NGOs' objectives with the CDPs' guidelines and the needs and problems prevailing in communities when NGOs are registered. Only 5.9% of the respondents see that people applying NGO registration from CDPs, design NGO objectives that are highly consistent with the CDP instructions and also with community needs and problems. Although the percentages for consistency and high consistency are more than those for less consistency and no consistency, the latter demands attention from the CDPs as well as NGOs at the time of registration.

Table 5.13: Methods used by the CDPs for Verification in NGO Registration Cases

	Number of responses	Percent of respondents (N=410)
File reading	319	77.8%
Office verification	207	50.5%
Bank account verification	176	42.9%
Membership verification	187	45.6%
No verification	15	3.7%
Do not know	2	.5%
	906	

The CDPs make some essential checks during NGO registration. Table 5.13 presents 410 participants' views (906 responses) on how the CDPs verify the NGO registration cases. According to the majority of the participants (77.8%), the CDPs reading files submitted for NGO registration is the most used method of verifying registration cases. NGO offices are visited and checked by the CDP staff during the NGO registration process (50.5% respondents). NGO membership is also verified by the CDPs (45.6% respondents). The CDPs also confirm the bank account details given in the NGO registration files when verifying registration cases (42.9%). Some respondents (3.7%) claim that no verification is made by the CDPs.

Table 5.14: Verification Authority for NGO Registration Cases

	Number of responses	Percent of respondents (N=406)
Deputy District Officer	317	78.1%
Supervisor/Junior staff	265	65.3%
Higher authority	156	38.4%
	738	

All 738 multiple responses given by the 406 NGO respondents in Table 5.14 show the authority responsible for the verification process during NGOs registration. DDOs heading and appointed to the CDPs are considered as verification authorities during the registration processes of NGOs, according to the majority of respondents (78.1%). Nearly two thirds of respondents (65.3%) indicate that supervisors or junior staff appointed at the CDP act as verification authorities. The higher authorities (District Officer Social Welfare, Executive District Officers Community Development and Provincial Directorate Social Welfare) also verify NGO registration cases as reported by participants (38.4%). Overall, the results in the table express the views that DDOs, supervisors and the CDP staff hold the power to verify NGO registration cases.

Table 5.15: Estimated Duration of NGO Registration through the CDPs

	Frequency	Percent
Less than one month	2	.5
One month	55	12.9
Two months	84	19.7
Three months	90	21.1
More than three months	176	41.3
Total	407	95.5
Missing	19	4.5
	426	100.0

The results in Table 5.15 indicate the views of the participants about the estimated duration for registration of NGOs by the CDPs. It takes more than three months to get the NGO registration certificate from the CDPs as reported by a majority of respondents (41.3%). About one fifth of the participants (21.1%) find that people seeking NGO registration through the CDPs obtain registration within a time frame of three months. An only slightly lower number of respondents (19.7%) report two months as the estimated time period for NGO registration, while 12.9% estimate the duration of the registration process as only one month. According to the results in the table, only two participants expect NGO registration through the CDPs in less than one month. Some NGO representatives (19) did not respond to the question about the NGO registration time period.

Table 5.16: Views about NGO Registration Duration through the CDPs

	Frequency	Percent
Easy and short	86	20.2
Easy but lengthy	76	17.8
Complicated and lengthy	207	48.6
Complicated but short	22	5.2
Total	391	91.8
Missing	35	8.2
	426	100.0

The results in Table 5.16 are linked with the results presented in the previous table about estimated duration of NGO registration. Less than (but nearly) half of the respondents (48.6%) describe that the NGO registration process through the CDPs is complicated and takes long time. Almost one fifth of the results (20.2%) express that it is easy and short to obtain NGO registration from the CDPs whereas 17.8% of respondents find the NGO registration process easy but long. Some respondents

consider this process short but with complications (5.2%). Many NGO representatives (35) did not respond. Overall results describe the registration process complex and too long which can affect the performance of CDPs.

Table 5.17: CDP Facilitation for NGO Functioning after Registration

	Number of responses	Percent of respondents (N=413)
Funding for NGOs	86	20.8%
Training of NGOs	201	48.7%
Legal aid for NGOs	15	3.6%
Counselling for NGOs	356	86.2%
Provision of awareness about any changes in government bureaucracies	72	17.4%
No facilitation	51	12.3%
	781	

In Table 5.17, multiple responses (781) by the respondents provide information about different types of assistance offered for NGOs registered by and with the CDPs. Counselling and guidance is provided by CDPs for NGOs after receiving their registration as mentioned by the respondents (86.2%). The CDPs provide training facilities for registered NGOs (48.7% of respondents). Nearly one fifth of the respondents (20.8%) point out assistance with funding for registered NGOs from the CDPs, while the CDPs also give awareness to NGOs about changes to government bureaucracy in the Social Welfare Department (17.4% of respondents). The results in the table indicate that 12.3% of respondents report that the CDPs do not provide any assistance to registered NGOs. It is clear from the results in this table that the CDPs do have capacities only limited for helping registered NGOs in the sense of counselling and guidance rather than for funding.

Table 5.18: Methods Adopted by the CDPs to Contact/Interact with Registered NGOs

	Number of responses	Percent of respondents (N=407)
Through Regular NGOs site visits	186	45.7%
Through Telephone	270	66.3%
Through mail	185	45.4%
Through email	89	21.9%
Through meeting called by the CDPs	181	44.5%
The CDPs make no contact/interaction with NGOs	40	9.8%
	951	

According to Table 5.18, the NGO representatives participating in the research study give 951 multiple responses about the methods adopted by the CDPs to make contact with registered NGOs. The majority of the respondents (66.3%) indicate that registered NGOs are approached by telephone by the CDPs. The community development projects make regular site visits to registered NGOs in order to maintain contact (45.7% respondents). Another method of contact between the CDPs and the registered organisation is found to be the mail system, as mentioned by the 45.4% of the respondents. The attendance of the NGOs in meetings called by the CDPs is also seen as a method of interaction (44.5% respondents). The use of internet (emails) by the CDPs to interact with registered NGOs is reported as low (21.9% respondents) and it could be due to a shortage of computers in the CDPs or a lack of training in their use. A small number of participants' responses disclose that the CDP offices do not make contact with registered NGOs.

Table 5.19: Meeting Schedules of the CDPs with Registered NGOs

	Frequency	Percent
Weekly	1	.2
Monthly	137	32.2
Quarterly	47	11.0
Rare meetings	160	37.6
No meetings	63	14.8
Total	408	95.8
Missing	18	4.2
	426	100.0

The schedules for meetings conducted by the CDPs with registered organisations seem less than satisfactory. The results in Table 5.19 show that CDP offices conduct meetings with NGOs rarely (37.6%). Nearly one third of the respondents (32.2%) reported that the CDPs arrange meetings with the registered organisations on a monthly basis. It is important to notice that 14.8% indicate that no meetings are conducted by the CDPs with registered NGOs. Quarterly meeting schedules are also pointed out by 11% of the participants. Only one respondent discloses a weekly-meeting schedule, while 18 respondents did not respond when the CDP offices conduct meetings with NGOs.

Table 5.20: Purposes/Agendas during the CDPs and NGOs Meetings

	Number of responses	Percent of respondents (N=359)
NGOs performance and needs	217	60.4%
The CDPs working	28	7.8%
New programmes/projects for NGOs	76	21.2%
Community needs and problems	139	38.7%
Training of NGOs	71	19.8%
Do not know	5	1.4%
Emergency matters	158	44.0%
No special agenda	20	5.6%
	714	

The results in Table 5.20 present information about the purposes of the meeting conducted by the CDPs with NGOs, and these results are linked with previous table. A total of 714 multiple responses are given by 359 NGO respondents. Most of the respondents (60.4%) mention that the CDPs conduct meetings with NGOs in order to discuss NGOs' performance and needs. The CDPs call meetings with registered organisations to discuss the events of any emergencies prevailing within communities (44.0% respondents). The CDPs and NGOs also have the needs and problems of the community as main discussion points on their agendas (38.7% respondents). New programmes or projects for NGOs are discussed as major agenda topics in meetings (21.2% respondents), and training for NGOs is the main purpose of meetings for 19.8% of respondents. The functioning of the CDPs are discussed rarely when the offices conduct meetings with NGOs (7.8% of respondents) and some meeting are called without any special agenda.

Table 5.21: Kinds of Assistance Requested by the Registered NGOs from the CDPs

	Number of responses	Percent of respondents (N=403)
Direct funding from the CDPs	294	72.9%
Guidance about funding	318	78.9%
Training on project proposal writing	179	44.4%
Office management training	193	47.9%
Programme management training	140	34.7%
Record keeping training	135	33.5%
Coordination with other NGOs	125	31.0%
No assistance is requested by NGOs from the CDPs	21	5.2%
	1405	

The results in Table 5.21 point out the kinds of assistance NGOs request from the CDPs. Out of a total of 1405 responses given by 403 NGO representatives, 78.9% of respondents indicate that registered NGOs request assistance from the CDPs for guidance to obtain funding from government or private donors. The registered organisations apply directly for funding from the CDPs development projects at grassroots level (72.9% respondents). According to 47.9% of respondents, registered NGOs request training from the CDPs to run and improve NGO office management. Additionally, training for writing project proposals (44.4% respondents), programme management training (34.7% respondents) and training for NGO record keeping (33.5% respondents) is also requested from the CDPs. These results indicate the importance of the CDPs for provision of training services to registered NGOs. The registered NGOs also find that the CDP offices are a more suitable official platform to connect them with other NGOs involved in community development (31.0% respondents). Some respondents (5.2%) indicate that NGOs do not request any assistance from the CDPs.

Table 5.22: Service Areas of the NGOs Working with the Assistance of the CDPs

	Number of responses	Percent of respondents (N=407)
Education	283	69.5%
Health	239	58.7%
Women's Welfare	237	58.2%
Child Welfare	190	46.7%
Youth Welfare	154	37.8%
Disable Welfare	137	33.7%
Old People Welfare	119	29.2%
Widow/orphans/homeless Welfare	143	35.1%
Patient Welfare	161	39.6%
Sewerage Services	26	6.4%
Sanitation	152	37.3%
Community Centre Services	80	19.7%
Recreational Services	122	30.0%
Family Planning	69	16.9%
Environment	111	27.3%
Vocational Training	158	38.8%
Juvenile Justice	29	7.1%
NGOs are coordinating with NGOs as community development services with assistance of the CDPs	65	16.0%
Awareness raising about social problems	88	21.6%
Do not know	1	.2%
	2564	

Table 5.22 points out the service areas of NGOs working with the assistance and under the supervision of the CDPs. Out of the total, 407 participants give 2564 multiple responses about the service areas of their NGOs. It makes sense that an NGO registered with a CDP is legally allowed to work in more than one service areas at local level. It is seen that education and health are major service areas for the majority of organisations. Women's welfare, child welfare and patient welfare services are also offered by 58.7%,

46.7% and 39.6% of the NGOs respectively as community development services. Furthermore, 38.8% of the NGOs provide vocational training to people in communities at the local level. Multiple responses also indicate youth welfare (37.8% respondents) and sanitation (37.3%) as service areas of the NGOs working under the supervision of the CDP offices. Additionally, participants reveal that their organisations work for the welfare of widows, orphans, the homeless (35.1%) and the disabled (33.7%). Recreational services are also included in work lists of 30.0% of the organisations and 29.2% are engaged with the welfare of older people in communities. The respondents (27.3%) show that their NGOs are also working on the environment and related issues. Many representatives of NGOs (19.7%) claim that their organisations have established community centres for people at the grassroots level, whereas 16.9% of NGOs provide family planning services.

Table 5.23: Methods Adopted by the CDPs to Assess NGO Performance

	Number of responses	Percent of respondents (N=410)
Field visits by DDOs	175	42.7%
Field visits by supervisors/junior staff	197	48.0%
Inspection of NGO office record	181	44.1%
Progress reports by NGOs	162	39.5%
Audit reports of NGOs	210	51.2%
News from communities	103	25.1%
No assessment	92	22.4%
	1120	

The CDPs assess performance of registered NGOs in various ways. Table 5.23 presents 1120 responses from 410 NGO respondents who describe methods of assessment by the CDPs. About half of the respondents (51.2%) indicate that audit reports submitted by registered NGOs are ways in which their performance is assessed. Supervisors or junior

staff appointed at the CDPs visit field activities of registered NGOs in order to assess performance (48.0% respondents). A considerable number of respondents (44.1%) report that records present in NGOs offices are inspected for the assessment of work performance. DDOs appointed at the CDPs also visit NGO offices for assessment of NGOs' work (42.7% respondents). Progress reports submitted by registered organisations are also taken as NGO performance assessment (39.5% respondents). Sometimes, the CDP offices receive or collect news from community members about the work of registered organisations for assessing their performance (25.1% respondents). According to a large number of respondents (92), the CDPs do not assess work performance of NGOs providing community development services. This can be a question mark on the smooth functioning of CDPs. The trend of research for the evaluation of NGO performance is not seen in the results of the registered NGOs.

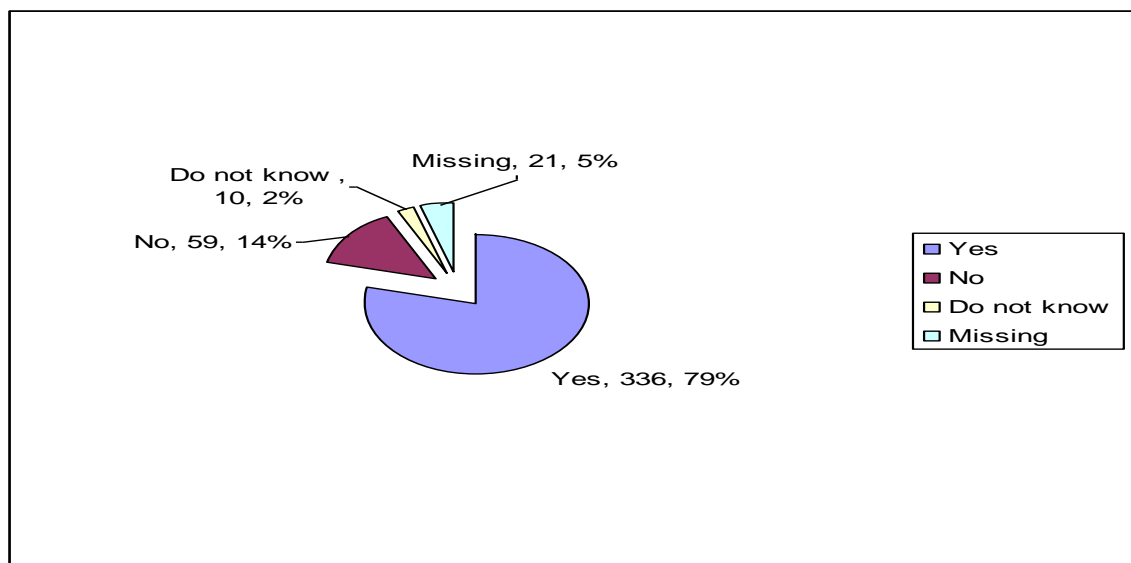


Figure 5.6: CDPs Role in the Event of Any Emergencies in the Community

Figure 5.6 displays information about the role of CDPs if there are any emergencies in the communities. The CDPs play roles during emergency situations in the communities, according to a large majority of respondents (79%). However, 14% of participants claim that the CDP offices play no role in the event of an emergency. Some NGO

representatives (21) did not answer the query about the CDPs' role in emergencies, while a few participants (10) do not have any information about it.

Table 5.24: Methods Adopted by the CDPs for Service Provision during Emergencies

	Number of responses	Percent of respondents (N=333)
Direct services in emergency area	188	56.5%
Service provision on instructions of higher authorities	201	60.4%
Indirect services through NGOs	112	33.6%
Assisting higher authorities or other departments to provide services in emergency areas	47	14.1%
	548	

Table 5.24 presents 548 responses given by those participants (333) who witness the CDPs' role during emergencies in the communities. The CDPs provide welfare services in the event of emergencies if the higher authorities (District Office Social Welfare, Executive District Officer Community Development, Provincial Directorate of Social Welfare) give the instruction for it (60.4% respondents). According to 56.5% of the participants, the CDPs provide direct services in the emergency-affected areas. The participants (33.6%) indicate that the CDPs provide their services in emergencies indirectly through the NGOs. The CDPs help higher social welfare authorities or other departments involved in service provision during emergency situations (14.1% respondents).

Table 5.25: Services Provided by the CDPs during Emergencies

	Number of responses	Percent of respondents (N=329)
Collection of goods	281	85.4%
Collection of food items	236	71.7%
Provides health services	202	61.4%
Provides tents	95	28.9%
Provides blood donation services	89	27.1%
Provides shelter services	64	19.5%
Provides rehabilitation services	125	38.0%
Provides counselling services	119	36.2%
	1211	

The information presented in Table 5.25 is linked to the previous two tables describing the role of the CDPs during emergencies in the communities. The CDPs provide various emergency and welfare services in the event of an emergency. Of the 329 NGO representatives, 85.4% show that the CDPs collect different goods to be delivered in emergency areas. Food items are collected by the CDPs for those affected during emergencies (71.7% of participants). The CDPs play a role in the provision of health services (61.4% of respondents) and rehabilitation services (38.0% of respondents) to the affected people in emergency areas. Counselling service provision by the CDPs during emergencies is also reported by the 36.2% of the participants. Tents are provided if needed to the affected people in emergency areas by the CDPs (28.9% of respondents). The respondents also report the provision of blood donation (27.1%) and shelter (19.5%) services in the event of emergencies.

Table 5.26: The Cooperation Level of NGOs with the CDPs on Service Provision by the CDP Office during Emergencies

	Frequency	Percent
Very cooperative	36	8.5
Cooperative	173	40.6
Average	84	19.7
Noncooperative	16	3.8
Do not know	19	4.5
Total	328	77.0
Missing	98	23.0
	426	100.0

Table 5.26 indicates how the NGO representatives rate the level of cooperation from the local organisations towards the CDPs during service provision in emergencies. Local NGOs at grassroots level cooperate with the CDPs on service provision during emergencies, according to a majority of study participants (40.6%). The cooperation level of NGOs with the CDPs in the event of emergencies is seen as average, as reported by nearly one fifth of the respondents (19.7%). Some NGO representatives (8.5%) find local organisations very cooperative with the CDP offices for service provision during emergencies. However, a small number of respondents (3.8%) report noncooperative attitudes from NGOs and 19 respondents do not know about cooperation level.

Table 5.27: The Powers of the CDPs Regarding Cancellation of NGO Registrations

	Number of responses	Percent of respondents (N=408)
The CDPs (DDO) can cancel the registration of NGOs	50	12.2%
The CDPs (DDO) can only recommend higher authorities to cancel registration of NGOs	221	54.2%
Higher authorities can cancel the registration of NGOs without the recommendation of the Deputy District Officer (DDO)	49	12.0%
Do not know	135	33.1%
	455	

The results in Table 5.27 comprise 455 multiple responses given by the 408 participants about the CDPs' official powers to cancel registration of the NGOs. More than half of the respondents (54.2%) mention that the CDPs have the authority only to recommend cancellation of NGO registration to the higher authorities (District Office Social Welfare, Executive District Officer Community Development, Provincial Directorate of Social Welfare). A small number of respondents (12.2%) in the table show that DDOs appointed at the CDPs have the power to cancel NGO registration. A large number of NGO representatives (33.1%) do not know about the powers of the DDOs and the CDPs regarding cancellation of NGO registration. The higher authorities can cancel NGO registration without recommendation or reports from DDOs and the CDP offices, according to 12.0% of respondents.

Table 5.28: Reasons Why Registered NGOs are Nonfunctional

	Number of responses	Percent of respondents (N=410)
No guidance by the CDPs	183	44.6%
Less/No interest of NGO management	199	48.5%
Incompetency of NGO management	183	44.6%
Poor response by communities	144	35.1%
Lack of funding/resources	249	60.7%
	958	

Table 5.28 shows 958 multiple responses from NGO representatives about the reasons why registered NGOs become nonfunctional. The lack of funding for registered NGOs from CDPs or private donors causes problems for service provision in the communities and so can cause the organisation to become nonfunctional (60.7% of respondents). The work of NGOs is also affected due to little or no interest of NGO staff towards work or development projects (48.5% of participants). The CDPs do not provide guidance for NGOs for their management and work, which also causes NGOs to stop working (44.6% of respondents), and the same number of responses indicate that NGO managements or staff are not competent to run NGOs. Another reason making the organisations nonfunctional is recognized as a poor response from people in the communities towards NGOs (35.1% of respondents). It is important to notice that a majority of respondents report lack of funding from the CDPs for NGOs.

Table 5.29: The CDPs' Role in Cases of Nonfunctional Registered NGOs

	Number of responses	Percent of respondents (N=412)
The CDPs report to higher authorities	137	33.3%
The CDPs follow instructions of higher authorities	148	35.9%
The CDPs provide specific guidance if needed	136	33.0%
The CDPs hands over activities to other NGOs	75	18.2%
The CDPs cancel registration	30	7.3%
Do not know	97	23.5%
	623	

Different roles and actions are performed by the CDPs for dealing with nonfunctioning NGOs as reported in Table 5.29. Of the 412 respondents, 35.9% indicate that the CDPs follow the instructions of the higher authorities in order to deal with the nonfunctioning NGO, whereas 33.3% of participants find the CDPs only report to the higher authorities about nonfunctioning organisations. According to 33.0% of respondents, the CDPs provide the proper guidance needed by nonfunctioning NGOs. Participants also report that the CDPs hand over activities and projects from nonfunctioning NGOs to other NGOs registered with the CDP offices (18.2%). It is done by the CDPs to continue the delivery of services at the grassroots level. Some respondents (7.3%) point out that the CDPs cancel registration of nonfunctioning NGOs. A considerable number of respondents do not know how the CDP offices deal with the situation if an NGO is not functioning.

Table 5.30: Dealing of the CDPs with Nonregistered NGOs

	Number of responses	Percent of respondents (N=408)
The CDPs can stop working of nonregistered NGOs	55	13.5%
The CDPs can ban fundraising of nonregistered NGOs	65	15.9%
The CDPs can report to higher authorities about nonregistered NGOs	175	42.9%
No authority	105	25.7%
The CDPs have authorities but remains quiet	109	26.7%
	509	

Table 5.30 displays the 509 responses given by 408 NGO representatives about the powers of the CDPs to deal with nonregistered NGOs. More than one third of the respondents (42.9%) indicate that the CDPs have the power only to inform the higher authorities of social welfare about unregistered NGOs existing in their jurisdictions. In contrast, 26.7% of the participants disclose that the CDPs do not take any action and remain silent about unregistered organisations, and almost the same number (25.7%) find that the CDP offices have no power to deal with those organisations. In the case of unregistered organisations, the CDPs possess the power to prohibit their fundraising activities (15.9% of respondents). Furthermore, the CDP offices can discontinue the work or activities of nonregistered organisations (13.5% of respondents). The majority of responses in this table express the view that the CDPs have been given limited powers to deal with unregistered NGOs.

Table 5.31: Different Ways by which the CDPs Interact with NGOs Engaged in Community Development

	Frequency	Percent
Authoritative	141	33.1
Participative and leading	186	43.7
Participative and led by people in communities	69	16.2
Do not know	17	4.0
Total	413	96.9
Missing	13	3.1
	426	100.0

The role of CDPs in welfare and community development at the grassroots level is directly or indirectly linked more or less with registered NGOs. The interactions of the CDPs with registered organisations play a vital role in service delivery in local communities. According to the results in Table 5.31, a large majority of respondents (43.7%) find that the CDPs deal with NGOs in participative and leading styles. However, the CDPs are also found to be authoritative in their dealings with organisations engaged in community development, as disclosed by one third (33.1%) of the respondents. Many participants (16.2%) consider that the CDP offices are participative in the way they dealing with NGOs and respect the projects led by members of the communities. A small number of participants are not aware of the CDPs' dealings with NGOs (4%), and 13 respondents do not respond.

Table 5.32: Problems Faced by the NGOs Registered with the CDPs

	Number of responses	Percent of respondents (N=413)
Insufficient funding from the CDPs	206	49.9%
No funding from the CDPs	290	70.2%
Extra strict assessment/evaluation by the CDPs	60	14.5%
No funding from private donors	283	68.5%
Financial burden by the CDPs	102	24.7%
Limited geographical coverage of NGOs	82	19.9%
Limited service areas of NGOs	81	19.6%
Extra and unofficial services for the CDPs	59	14.3%
	1163	

NGO representatives feel that registered organisations face problems of a variety of types, which are directly or indirectly concerned with the CDPs' dealings with the organisations. Of the 1163 multiple responses given by 413 participants in Table 5.32, 70.2% of the respondents mention that the CDPs do not fund the development projects of the registered NGOs. Private donors do not provide funding to NGOs registered with the CDPs for development projects, according to the 68.5% of the participants. Insufficient or reduced funds provided by the government through the CDP offices to registered organisations are also reported as problems for those organisations (49.9% of respondents). The participants (24.7%) also disclose that many assignments by the CDPs put a financial burden on the NGOs which affects their work. Furthermore, the organisations registered with the CDPs cover limited geographical areas (19.9% of participants). Many participants (19.6%) state that they are allowed to work with an overly limited list of thematic areas. A small number of participants report the problem that the CDPs are too strict while doing assessment or evaluation of registered NGOs. The respondents (14.3%) also have the view that the CDPs involve registered NGOs in extra and unofficial assignments rather than development tasks.

Direct funding from the CDPs appeared as a major need of registered organisations for the delivery of community development services. A large number of the respondents indicate that NGOs registered with the CDPs need funds from private donors for their welfare projects. Many NGOs require training on project design from the CDPs.

Table 5.33: Nature of Relationships between the CDPs and the Registered NGOs

	Frequency	Percent
Formal and satisfactory	108	25.4
Formal but unsatisfactory	90	21.1
Both formal and informal	95	22.3
Informal and satisfactory	38	8.9
Informal and unsatisfactory	73	17.1
Do not know	3	.7
Total	407	95.5
Missing	19	4.5
	426	100.0

As presented in Table 5.33, the NGOs representatives express the view that the CDPs do have a formal working relationship with registered NGOs and that relationship is of a satisfactory nature (25.4%). The CDPs treat registered NGOs in both formal and informal ways (22.3%). Nearly one fifth of respondents (21.1%) considers the CDPs' dealing with NGOs as formal but feel it is unsatisfactory. Many participants (17.1%) believe that relationships between the CDP offices and organisations are informal and unsatisfactory. According to some respondents (8.9%) the CDPs' interaction with NGOs is informal but satisfactory. As well as the formal or informal nature of relationships, it is important to note that the level of dissatisfaction in the relationships is higher than that of satisfaction. A Few respondents did not participate in this query.

5.4 The Direct Intervention of the CDPs in Local Communities

All the queries included in this section are the same as in the DDO results in the previous chapter. The result tables in this section present the views of the NGO representatives about the CDPs direct interventions at grassroots level. It includes the nature of and the motivational factors for the CDPs' direct interventions in local communities. The results also illustrate the approaches adopted by the CDPs during direct contacts at the local level. The views of the registered organisations on the cooperation of the local people and NGOs with the CDPs have been presented. This section also presents results about planning and decision-making powers for the projects directly launched by the CDPs. The last three tables in this section present information on the CDPs' performance evaluation methods and performance satisfaction level of these projects as part of the local and the provincial governments.

Table 5.34: Direct Interventions by the CDPs at the Grassroots Level in the Communities

	Number of responses	Percent of respondents (N=413)
Occasionally on special official instructions	243	58.8%
Regular as per given authority	113	27.4%
On request from people in communities	148	35.8%
On advice of NGOs	114	27.6%
Self decision of Deputy District Officer	83	20.1%
The CDPs do not intervene directly at the grassroots level in the community	38	9.2%
	739	

According to the results in Table 5.34, the CDPs intervene at the grassroots level in the communities in certain cases on instruction from the higher authorities (58.8% of respondents). Of the 739 multiple responses, 35.8% of the respondents indicate that the CDPs are involved in activities at the grassroots level following requests made by

people in communities. The CDPs are also involved in projects at the local level on the suggestion of the registered NGOs, according to a considerable number of responses (27.6% of respondents). Almost the same numbers of the participants (27.4%) show that the intervention of the CDPs at the local level is regular as they have the power to do so. Some participants (20.1%) understand that DDOs appointed at the CDPs make decisions to intervene at grassroots level on their own initiative. The results in this table support the idea that the CDPs are involved in projects or activities at local level. Only 9.2% of respondents express the view that CDP offices do not intervene directly in local communities.

Table 5.35: Nature of the CDPs' Direct Interventions at Grassroots Level in Communities

	Number of responses	Percent of respondents (N=373)
Project/programme initiated by the CDPs on the instructions of higher authorities	175	46.9%
Self decided project/programme in response to community needs/problems	141	37.8%
Project/programme initiated by the CDPs on demand of the community	99	26.5%
Project/programme initiated by the CDPs suggested by NGOs	145	38.9%
To conduct meetings with people in communities to learn about their needs and problems	85	22.8%
For research work to know the needs and problems of people in communities	6	1.6%
For research work to assess the working of NGOs	4	1.1%
For research work to assess the working of the CDPs	1	.3%
For registration of NGOs	27	7.2%
During any emergency	244	65.4%
Do not know	3	.8%
	930	

When discussing the reasons for direct intervention by the CDPs at the grassroots level, participants gave 930 multiple responses. The CDPs make direct interventions in

communities in the event of emergencies, as reported by the 65.4% of the participants in Table 5.35. The higher authorities of social welfare give instructions to the CDP offices to launch development projects or programmes in communities at local level (46.9% of respondents). The NGOs also recommend the CDPs to start development projects or programmes at the grassroots level (38.9% respondents). The CDPs also initiate development projects or programmes on their own decisions after receiving information about the problems and needs of local communities (37.8% of participants). The local people also request the CDPs to launch development programmes at grassroots level, as reported by the 26.5% of the respondents. Many respondents (22.8%) find that the CDPs intervene at the grassroots level in order to conduct meetings with people in communities. These meetings are conducted by the CDP offices to find out about the problems and needs of the local communities. Sometimes, the CDPs intervene at the local level for the purpose of registering NGOs (7.2% respondents). It is noticed from the results given in this table that the CDPs rarely conduct research in order to discover the problems and needs of communities (1.6%) and to evaluate NGO work performance (1.1%). Only one response mentions that the CDP offices conduct direct research work in communities to evaluate the work performance of the CDPs.

Table 5.36: The CDPs' Mode of Operation during Direct Interventions in Local Communities

	Frequency	Percent
Authoritative	91	21.4
Participative and leading	155	36.4
Participative and led by people in communities	57	13.4
Follow people in communities	58	13.6
Do not know	12	2.8
Total	373	87.6
Missing	53	12.4
	426	100.0

The results in Table 5.36 indicate that during direct intervention at the grassroots level, the role of the CDPs is seen as participative. Most of the time, this participative role is led by the CDPs (36.4% respondents). A considerable number of respondents (21.4%) feel that the CDPs are authoritative during their direct intervention at grassroots level. The CDPs respect people in the communities and follow their decisions in planning and implementation of projects (13.6%). Furthermore, 13.4% of the participants report that the CDPs participate in projects and activities initiated and led by people in communities at the grassroots level. The majority of the results favour the participative role of CDP offices during intervention at the grassroots level. Only a few of the respondents do not know about CDP offices' mode of operation at local level. The top-down and authoritative approach is seen to be dominant.

Table 5.37: The Cooperation Level of the Community Members with the Direct Interventions by CDPs

	Frequency	Percent
Very cooperative	52	12.2
Cooperative	177	41.5
Average	138	32.4
Non cooperative	5	1.2
Do not know	4	.9
Total	376	88.3
Missing	50	11.7
	426	100.0

A majority, but less than half, of the NGO representatives (41.5%) finds that people cooperate with the CDPs during direct interventions at the grassroots level as shown in Table 5.37. Additionally, 12.2% of the participants feel that local people are very cooperative when the CDPs make these direct interactions. However, the cooperation level of the community members with the CDP offices during direct interventions is seen as average, as revealed by approximately one third of respondents (32.4%). Only five respondents reported noncooperation from the community side. The results in this table favour the cooperative and very cooperative response from the community in the event of the CDPs' direct intervention at the grassroots level.

Table 5.38: The Cooperation Level of the Registered NGOs with the CDPs' Direct Interventions in the Communities

	Frequency	Percent
Very cooperative	66	15.5
Cooperative	211	49.5
Average	82	19.2
Non cooperative	17	4.0
Do not know	1	.2
Total	377	88.5
Missing	49	11.5
	426	100.0

Table 5.38 presents the views of the respondents who witness the CDPs' direct entries at the grassroots level. Almost half (49.5%) consider the interactions of registered NGOs with the CDP offices as cooperative. About one fifth of the participants (19.2%) understand that the CDPs receive an average response from registered NGOs during direct interventions at the local level. A considerable number of participants (15.5%) report that the registered organisations are very cooperative with the CDPs in the event of direct interaction of the CDP offices at the grassroots level, while the level of noncooperation mentioned is very low (4% of respondents). Nearly two third of respondents find cooperative and very cooperative interactions between the NGOs and the CDPs during direct intervention in communities with the purpose of participating in or initiating projects.

Table 5.39: Authority to Plan Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	49	11.5
Executive District Officer (EDO)	5	1.2
District Officer Social Welfare	116	27.2
Deputy District Officer (DDO)	146	34.3
Communities	67	15.7
Total	383	89.9
Missing	43	10.1
	426	100.0

Table 5.39 gives the responses of the NGO representatives about the authorities that plan projects in the event of the CDPs' direct intervention at local level. More than one third of participants (34.3%) describe that the DDO appointed at the CDPs plans development projects to be launched by the CDPs at local level. District officers social welfare are also involved in planning when the CDP offices want to initiate projects for the welfare of local people, as reported by 27.2% of respondents. Community members plan welfare projects to be initiated by the CDPs at the grassroots level, according to only 15.7% of the participants. Some NGO representatives (11.5%) are of the view that the Provincial Directorate of Social Welfare plan development projects to be started by the CDPs. The major result emerging from this table shows that the CDPs and higher authorities plan welfare projects in the event of the CDPs' direct interventions in the communities.

Table 5.40: Authority to Make Decisions for Implementation of the Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	54	12.7
Executive District Officer (EDO)	7	1.6
District Officer Social Welfare	134	31.4
Deputy District Officer (DDO)	138	32.4
Communities	49	11.5
Total	382	89.7
Missing	44	10.3
	426	100.0

Table 5.40 shows the responses about the authority who makes decision for implementation of welfare or development projects started by the CDPs in the event of direct intervention at the local level. DDOs at the CDPs make decisions to implement projects by their offices in local communities (32.4% of respondents). Nearly the same number of respondents (31.4%) finds that the decision-making authorities are DO social welfare for the launch of development projects by the CDPs. The role of the Provincial Directorate of Social Welfare in decision-making for the implementation of projects initiated by the CDPs offices is also reported by participants (12.7%). A small number of participants (11.5%) find that people in communities at the grassroots level decide on the implementation of projects to be initiated by the CDP offices. It is evident from the results that decisions for project implementation are largely made by the CDPs and higher authorities of Social Welfare.

Table 5.41: The Satisfaction Level of the CDPs' Performance as Part of the Local Government

	Frequency	Percent
Highly satisfactory	32	7.5
Satisfactory	140	32.9
Average	142	33.3
Unsatisfactory	60	14.1
Do not know	33	7.7
Total	407	95.5
Missing	19	4.5
	426	100.0

The CDP offices run by the provincial government are working as part of the local government in all districts also. One third of respondents (33.3%) find that the work performance of the CDPs as part of district local governments is average. Nearly the same number of participants (32.9%) is satisfied with the work of the CDPs. The results in the table indicate that the performance of the CDPs operated by district local government authorities is not satisfactory (14.1% respondents). A small number of participants (7.5%) are highly satisfied with the CDPs performance as part of the district government. Overall results show that majority of respondents are not satisfied with the CDPs' performance as part of district local government if the average satisfaction level is considered less than satisfactory.

Table 5.42: The Satisfaction Level of the CDPs' Performance as a Major Community Development Programme Run by the Provincial Government

	Frequency	Percent
Highly satisfactory	33	7.7
Satisfactory	128	30.0
Average	162	38.0
Unsatisfactory	56	13.1
Do not know	31	7.3
Total	410	96.2
Missing	16	3.8
	426	100.0

The CDPs work as a major community development programme of the provincial government in Punjab Province. Table 5.42 presents ratings for the CDPs' performance as part of the provincial government. The work performance of the CDPs headed by the provincial government is rated as average, according to 38% NGOs representatives. The CDPs perform satisfactorily as a major community development programme run by provincial government (30% of participants). The results show that 13.1% of the respondents do not see satisfactory work performance from the CDPs as part of provincial government. A high satisfaction level of work by the CDPs is also reported by a small number of respondents (7.7%). The figures in the table showing low levels of satisfaction and high satisfaction with the work performance of the CDPs as part of the provincial community development programme are not encouraging. A few of the respondents (16) do not respond to this query, while 31 participants do not know about the satisfaction level.

Table 5.43: Ways to Evaluate the CDPs' Performance

	Number of responses	Percent of respondents (N=403)
Annual Confidential Reports (ACRs) of the CDPs staff	236	58.6%
Audit of funds	158	39.2%
Submitted reports	232	57.6%
Visits by higher authorities	131	32.5%
Evaluative research	42	10.4%
Performance of the CDPs is not evaluated	62	15.4%
	861	

Table 5.43 presents participants' perceptions (861 responses) about methods for evaluating the work performance of the CDPs. Of the 403 participants, the majority (58.6%) understands that higher authorities evaluate the CDPs' performances by receiving ACRs from the staff. Secondly, the progress reports submitted by the CDP offices are evaluated (57.6% of participants). The funds provided to the CDPs are audited by the higher authorities of social welfare to evaluate work performance, according to 39.2% of the respondents. The higher authorities of social welfare visit the CDPs for assessment purpose (32.5% of participants). The rate of research to evaluate the CDPs' work performances is seen as very low, as reported by only 10.4% of the respondents. This type of research might be conducted by higher authorities or any neutral parties. Interestingly, 15.4% of the participants indicate that work performances of the CDPs are not evaluated at all by higher authorities or any third parties.

5.5 Problems and Needs of the CD Projects

This section presents the views of the NGO representatives about major problems affecting the performance of the CDPs. The results show the varied nature of the problems of the CDPs, i.e., financial, office management, staff training, NGO

registration and working with registered organisations. The last two tables in this section present factors that hinder direct interventions of the CDPs at local level and reasons for a lack of awareness about the CDPs services.

Table 5.44: Financial Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=410)
Delay in funding for the CDPs	165	40.2%
Insufficient funding for the CDPs	340	82.9%
Insufficient TA/DA for the CDPs staff	138	33.7%
Insufficient funding for NGOs	312	76.1%
Low salaries of the CDPs staff	106	25.9%
Do not know	2	.5%
	1063	

Table 5.44 displays the views (1063 responses) of participants (410) about the problems related to finances that prevent the CDPs from working well. The government does not provide sufficient funding to the CDPs for them to work satisfactorily, as reported by more than two thirds of the respondents (82.9%). NGOs do not receive the required funding from the CDPs for development projects, which indirectly affects the smooth working of the CDP offices (76.1% of participants). Another problem disturbing the CDPs' performance is the delay of funding from provincial or district governments (40.2% of respondents). Travelling and daily allowances for the CDP staff are not enough, which is a discouraging sign and causes a reduction in performance (33.7% respondents). Participants feel that salary packages for the CDP staff by the Provincial Social Welfare are low, which creates obstacles to the smooth working of the offices (25.9% respondents).

Table 5.45: Office Management Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=411)
No proper building for the CDPs	192	46.7%
No proper office equipment for the CDPs	271	65.9%
No vehicle for staff movement	395	96.1%
Shortage of staff at the CDPs	219	53.3%
Do not know	3	.7%
	1080	

Of the total 426 participants, 411 respond about office management problems faced by the CDPs, as shown in Table 5.45. A large majority of respondents (395) report that transport for staff travel is not provided by the government to the CDPs (96.1%). Without transport, staff are unable to visit registered NGOs, development projects and people in the communities, which affects smooth office management. About two thirds of respondents (65.9%) mention that the CDP offices are not well equipped with office apparatus, i.e., furniture, computers, telephones, stationery etc. Furthermore, a shortage of staff at the CDPs is viewed as problem for running the offices smoothly (53.3% respondents). A shortage of staff can be in the form of vacant posts at the CDPs or a lack of staff even if the positions are not vacant at the CDP offices. The CDPs exist in rented buildings or do not have a proper building, which is reported as an office management problem that hinders effective working (46.7% of respondents).

Table 5.46: Problems related to Staff Training affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=406)
No trained Deputy District Officer (DDO)	186	45.8%
No trained Supervisor	194	47.8%
No trained clerk	158	38.9%
No trained junior staff	136	33.5%
No major problem related to training of the CDPs staff	94	23.2%
Do not know	87	21.4%
	855	

The results in Table 5.46 show 855 multiple responses from 406 respondents about the CDPs' problems related to staff training. The majority of the participants indicate that the CDP staff are not trained, which hinders efficient working of the offices. Most of the respondents (47.8%) mention that supervisors working under DDOs are not trained well to perform their job in a better way. DDOs heading the CDP offices are also not trained to run CDP offices well (45.8% of respondents). In addition, clerical staff and junior staff appointed at the CDPs, i.e., peons, are not properly trained to perform their duties, as indicated by the participants, 38.9% and 33.5% respectively. Many respondents (23.2%) find that the CDPs do not have any problem related to staff training affecting their work. The results show that there are many NGO representatives (21.4%) that do not know of staff training problems.

Table 5.47: Problems Related to NGO Registration that Affect the CDPs' Work

	Number of responses	Percent of respondents (N=407)
Too long and complicated registration process	229	56.3%
Noncooperation of NGOs during registration	191	46.9%
Noncooperation of higher authorities for in time registration	161	39.6%
Deregistration of NGOs	10	2.5%
Political pressure for registration	121	29.7%
No major problem faced by the CDPs related to registration of NGOs	42	10.3%
Do not know	16	3.9%
	770	

As shown in Table 5.47, 407 NGO representatives provide 770 multiple responses about the CDPs' problems related to NGO registration. The process of NGO registration is too long and difficult, which affects the smooth running of the CDPs, according to 56.3% of respondents. The registration process could be too long due to noncooperation or delays by higher authorities and could be too complicated to understand for people seeking NGO registration. People seeking NGO registration do not cooperate with the CDPs in the registration process making it problematic for the CDP offices (46.9% of respondents). In addition, the higher authorities of social welfare involved in the NGO registration process do not respond to the CDPs properly, which also disturbs the smooth running of the CDPs (39.6% respondents). The CDPs often face problems when people seeking NGO registration put on political pressure for registration (29.7% of respondents). A small number of participants have the view that there are no major problems affecting the CDPs' work during NGO registration.

Table 5.48: Problems Related to Working with the Registered NGOs that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=409)
No routine progress report by NGOs	293	71.6%
No audit report of NGOs	314	76.8%
No field activities by NGOs	195	47.7%
No meeting attendance by NGOs	195	47.7%
No cooperation during emergencies by NGOs	95	23.2%
No cooperation on celebration of national and international days by NGOs	18	4.4%
Political involvement in NGOs	112	27.4%
No contact with people in communities by NGOs	69	16.9%
No problem	24	5.9%
	1315	

Table 5.48 presents the responses (1315) of 409 participants about the problems of the CDPs related to registered NGOs. Work problems are caused for the CDPs due to no submission of audit reports by (76.8% of respondents) and no regular progress reports from (71.6% of respondents) registered NGOs. The CDPs' functioning is affected also, when the registered NGOs do not initiate any welfare or development programmes in local communities (47.7% of respondents). Additionally, the work of the CDPs is disturbed due to the absence of registered NGOs in meetings called by the CDPs (47.7% participants). The participants also express the view that the political environment of some registered NGOs creates work problems for the CDPs (27.4%). The work performance of the CDPs is affected by noncooperation of NGOs in the events of emergencies in communities (23.2% respondents).

Table 5.49: Problems Faced by the CDPs in Making Direct Interventions in Local Communities

	Number of responses	Percent of respondents (N=406)
The CDPs are not allowed officially	37	9.1%
Deputy District Officer does not want	110	27.1%
NGOs create hurdles for the CDPs	82	20.2%
People in communities do not want	119	29.3%
No problem to make direct contact by the CDPs with people in communities as NGOs are already working	168	41.4%
	516	

The results in the Table 5.49 show the multiple responses (516) given by 406 NGO representatives. The majority of participants (41.4%) describe that the CDPs do not face any problem for intervening directly in communities as NGOs registered with the offices are already involved in welfare activities. It creates a sense that in the event of direct intervention, the CDPs face no problems. However, a considerable number of responses show that CDP offices face problems as people in communities do not want direct interventions by the CDPs at the grassroots level (29.3% respondents). According to 27.1% of the respondents the DDOs are not willing to interact at grassroots level. In addition to this, NGOs working at the local level create problems for the CDPs in making direct interactions in communities (20.2% respondents). Some participants (9.1%) report that higher authorities do not allow the CDPs officially to make direct interactions at the grassroots level.

Table 5.50: Problems Regarding the Communities' Lack of Awareness of the CDPs' Work

	Number of responses	Percent of respondents (N=406)
Lack of finances for awareness	213	52.5%
Shortage of staff for awareness	174	42.9%
Policy matters	80	19.7%
Overpopulation	148	36.5%
No role played by NGOs for awareness	154	37.9%
No interest of people in communities	161	39.7%
No problem exists regarding unawareness of people in communities	1	.2%
	931	

Table 5.50 presents the views of the participants on problems faced by the CDPs in creating awareness of the work of the offices in communities. Of the 406 respondents, about half (52.5%) indicate that the CDPs do not have the financial resources to make the community members aware of the CDPs' work. In addition, staff shortages at the CDPs are also reported as a problem for awareness creation (42.9% of respondents). It is also worth noting that the people in the communities do not seem to be interested to know about the work of the CDP offices, as indicated by 39.7% of the participants. It is also indicated that NGOs registered with the CDPs are also responsible for not making people aware of the offices' work (37.9% respondents). The CDPs are not in a position to create awareness in local communities about the offices' work because of having to cover too large a population (36.5% of respondents). Policy limitations related to the CDPs and Social Welfare hinder the raising of awareness of the work of the CDP offices (19.7% respondents).

5.6 Suggestions for Improving the CDPs' Work

This section presents suggestions from the respondents to enhance the CDPs' performance in response to four major open-ended questions. The response rate for these open-ended queries was calculated to be lower than the closed-ended questions even though more than five thousand (5000) responses were given by the NGO representatives. These suggestions are passed on to the Provincial Ministry of Social Welfare, registered NGOs, people in communities and DDOs. It was not possible to present the more than five thousand responses in a qualitative form. Therefore, all the responses were categorized on the basis of similarities of meaning from the four major open-ended questions. The coded data were processed through SPSS to obtain numerical results.

Table 5.51: Suggestions for the Provincial Ministry of Social Welfare for the Improvement of the CDPs' Performance

	Number of responses	Percent of respondents (N=341)
Provision of more staff	200	58.6%
Provision of Vehicle	223	65.4%
More funds for CDP	215	63.0%
More authorities for DDOs	75	22.0%
Staff training	204	59.8%
More funding for NGOs projects	208	61.0%
Provision of office equipment for CDPs	83	24.3%
Provision of building	123	36.1%
Arrangements for NGOs trainings through the CDPs	108	31.7%
Make CDPs role cooperative towards NGOs	90	26.4%
Make NGOs registration process easy	49	14.4%
Monitoring of CDPs Working	162	47.5%
	1740	

Participants, making suggestions for the Ministry of Social Welfare for the improvement of the CDPs' performance gave 1740 multiple responses as indicated in Table 5.51. Means of transport for the CDP staff movement are considered most important, as 65.4% of the respondents advise the ministry to provide vehicles for the offices. Of the 341 respondents, 63.0% suggest that the Provincial Ministry of Social Welfare should increase the CDPs' funds for performance enhancement. Besides recommendations of more funds for the CDPs, the respondents (61.0%) propose that the ministry should increase funding for NGO development projects. Indirectly, this funding would be granted to the organisations on the recommendations of the CDPs. Staff training has also appeared as one of the major suggestions made by the respondents (59.8%). Furthermore, 58.6% of the respondents suggest that the ministry should appoint more staff at CDP offices. It is noticed in previous results (Figure 5.3 and Table 5.45) that the CDPs face a shortage of staff. A large number of respondents (47.5%) propose that the higher authority should monitor the CDPs' work and activities for performance improvement. As shown in the Table 5.45, many respondents point out that having no proper buildings for CDP offices is problematic. Many NGO representatives (36.1%) advise the provision of buildings for the CDP offices. The respondents also suggest that the ministry should arrange NGO training through the CDPs (31.7%). No doubt, involvement of the CDPs in NGO training would improve the performance of both the CDPs and the organisations. Many respondents seem unsatisfied with the dealing of the CDPs towards NGOs, as they advise the higher authority to make the CDPs cooperate with the registered organisations (26.4%). The provision of office equipment (furniture, stationery, computers, telephones, etc.) is also suggested for the CDP offices (24.3% of respondents). Additionally, it is proposed that the Ministry of Social Welfare should make DDOs more authoritative for the better and freer working of CDP offices (22.0% of respondents). A small number of respondents

(14.4%) make the suggestion of making necessary changes to the NGO registration process in order to make it easier.

Table 5.52: Suggestions for the Registered NGOs for Improving the CDPs' Performance

	Number of responses	Percent of respondents (N=328)
Inform CDPs about problems in communities	198	60.4%
Cooperation with CDPs	257	78.4%
Submission of NGOs reports to CDPs	173	52.7%
Work for solution of community problems	141	43.0%
Regular NGO election	74	22.6%
Assist CDPs during solution of community problems	118	36.0%
Attendance in CDP called meetings	138	42.1%
Aware local people about CDPs working	73	22.3%
Inform higher authorities about CDPs working	60	18.3%
Get trainings from CDPs to run NGOs	20	6.1%
	1252	

Responding to an open-ended query on suggestions for how NGOs can improve the working of the CDP offices, respondents gave 1252 multiple responses as presented in Table 5.52. The work performance of the CDP offices could be improved if registered NGOs cooperate or increase cooperation with CDP offices, as advised by 78.4% of the respondents. Advising registered NGOs, the respondents (60.4%) guide the registered organisations to inform the CDPs about the problems existing in their local communities. However, the respondents (52.7%) emphasize that the NGOs need to submit reports according to the requirements mentioned by the CDPs. Possibly, these reports include progress reports, annual reports and audit reports. It is also suggested that the registered NGOs should work at a practical level for solving problems existing at the grassroots level (43.0% of respondents). A considerable number of the respondents (42.1%) understand that the participation of NGOs in meetings called by

CDP offices would improve performance of the CDPs. According to 36.0% of the respondents, the registered organisations should help the CDPs during problem solving in the local communities. The results also indicate that the NGOs are advised to conduct their executive body elections in time (22.6% respondents). Regular elections would make the work of the NGOs transparent and also enhance the CDPs' performance. Many respondents (18.3%) suggest that the NGOs should report to higher authorities about the performance of the CDPs in their areas. Some NGO representatives (6.1%) guide the registered organisations to seek required training from the CDPs to run organisational matters and development projects.

Table 5.53: Suggestions for the People in Communities to help Improve the CDPs' Performance

	Number of responses	Percent of respondents (N=283)
Get awareness about CDPs in their areas	234	82.7%
Inform the CDPs about social problem existing in the community	204	72.1%
Get awareness about problem solution from the CDPs	99	35.0%
Assist CDPs for solution of community problems	135	47.7%
Cooperate CDPs for NGOs registration	98	34.6%
Cooperate with NGOs for problem solution in the community	118	41.7%
Report higher authorities about CDPs working	24	8.5%
	912	

Table 5.53 displays the respondents' suggestions for people at the grassroots level to make the work of the CDPs better. The results in the table show 912 multiple responses given by 283 participants. People in the local communities are advised by the participants (82.7%) to get an awareness of and information about the work of the CDPs in their communities. Awareness at this level will help the CDP offices to improve their performance. As people in the communities better understand their problems and needs, they should update the CDPs about any problems prevailing at local level, as suggested

by 72.1% of the participants. In cases where the CDPs are involved in problem solving at the grassroots level, people in the communities should cooperate with them, as suggested by 47.7% of the respondents. In addition to that, the people in the communities are also advised to assist the NGOs with problem solving in the local communities (41.7% respondents). The results also show that the work of the CDPs would be improved if community members seek guidance from the CDPs about the best way to solve problems (35.0% respondents). Also, the respondents suggest that local communities should cooperate with CDPs during the NGO registration and verification processes (34.6%). As with the suggestions made for the registered NGOs in Table 5.52, the respondents (8.5%) also advise the community members to report to the higher authorities on the work performance of the CDPs in their communities.

Table 5.54: Suggestions for DDOs to Improve the CDPs Performance

	Number of responses	Percent of respondents (N=345)
Full time job as DDOs	108	31.3%
Get proper trainings to run the offices	274	79.4%
Regular contact with NGOs	207	60.0%
Inform higher authorities about CDPs problems	166	48.1%
Report higher authorities about NGOs problems	100	29.0%
Regular contact with people in communities	50	14.5%
NGOs visits	116	33.6%
Arrange trainings for NGOs	93	27.0%
Request more funding from higher authorities for NGOs development projects	105	30.4%
Provision of awareness and guidance about NGOs registration process	165	47.8%
Be aware about needs and problems in the community	76	22.0%
Aware NGOs and communities about problems	71	20.6%
Make direct interventions at grassroots level to solve community problems	119	34.5%
Awareness raising about services of CDPs	151	43.8%
	1801	

Table 5.54 presents suggestions from the respondents for ways in which the DDOs can improve the work of the CDPs. Of the 345 NGO representatives, 79.4% emphasize DDO training. The respondents advise the officers to be well trained in order to run the CDPs' matters better. Further, they consider the interaction of the CDPs with the registered NGOs very important and guide the DDOs to remain in contact with registered NGOs working at the grassroots level (60.0%). The third major suggestion for the DDOs is to inform the higher authorities about problems or challenges of the CDPs (48.1% of respondents). Almost the same percentage of respondents (47.8%) suggests that the DDOs could enhance the CDPs' performance by creating awareness of the NGO registration process. It is a fact that many issues of the CDPs are linked with

NGO registration and could be resolved through guidance programmes by the CDPs. In relation to this suggestion, 43.8% of the respondents also stress that the officers should raise general awareness campaigns about the overall services and work of the CDPs. A large number of respondents (34.5%) suggest that the officers should make direct interventions in the local communities in order to solve problems. The responses in the table also emphasize that the DDOs should visit the registered organisations (33.6% of respondents). These visits could bring improvements in the work of both the NGOs and the CDPs and also would be indirectly beneficial for local communities. As well as all these suggestions, 31.3% of the respondents point out another serious concern about the full time nature of the job of the DDOs at the CDPs. They suggest that the DDOs should have full time responsibility of only their CDPs and should ensure their presence in CDP offices in order to improve performance. This suggestion is made in connection with the extra duties and responsibilities performed by the DDOs as mentioned in Table 4.2. The representatives of the organisations also make suggestions for the DDOs concerning NGO matters. They guide the officers to demand more funding from higher authorities for the development projects of the registered organisations (30.4% of respondents). In addition to that, they suggest that the officers should inform higher authorities about issues and challenges faced by the organisations (29.0% of participants). It is also proposed that the DDOs should arrange any necessary trainings for the NGOs working in their areas (27.0% respondents). Some results show that the DDOs should have knowledge about community problems and needs (22.0%) and they make the NGOs and local communities aware of problems existing at grassroots level (20.6%). Lastly, they are advised to keep in touch with people in the communities (14.5% of respondents).

5.7 Conclusion

The response rate of the NGOs registered with the CDPs was satisfactory as 426 organisations responded from all 36 districts. The number of female respondents was very low compared to the male executive members of the respondent organisations. An age group of 31–60 years was noticed as more dominant among the respondents and the work experience of the majority of them ranged from 1 to 20 years. A large number of the NGO representatives held key positions of president and general secretary, which strengthens the data collection process of the study also. Most of them were literate and had attended colleges and universities. The period for the establishment and registration of majority of the respondents' NGOs was traced to 1991–2010, while NGO set-up was very low during the 1951–1970 time period. The geographical coverage of the respondent organisations was mostly limited to the local and district level, but some were involved at the provincial and national level.

The respondent NGOs gained awareness of the CDPs mainly through the district offices social welfare and registered organisations. The CDPs' role in creating awareness of their work was seen as low. As with the responses from the DDOs, the majority of the NGO representatives pointed out that the CDPs often cover a population of more than 35000 people. According to the registered NGOs, the CDPs lack staff and the desire for the vacant posts to be filled was also emphasized. Furthermore, more than half the respondents reported that there are untrained staff at the CDPs who need training for their roles, office management, refresher courses, NGO record maintenance, project design and budgeting. The number of responses for the average performance level of the CDP staff was higher than both the good and poor levels but a rating of average is not a satisfactory sign.

Although the majority of the respondent NGOs observed awareness in the communities of the CDPs' NGOs registration services but the number of responses reporting a lack of awareness was higher than that reported by the respondent DDOs. Also, where the respondents consider that a lack of awareness exists in the communities, they held the CDPs as more responsible. As far as NGO registration initiation is concerned, the people themselves come forward and approach the CDPs' services. In most of the NGO registration cases, the CDPs provide verbal guidance and registration forms. The results show that people applying for NGO registration remain in frequent contact and follow the instructions of the CDPs. Although the majority of the NGOs set their field objectives according to the CDPs' instructions and community needs, little and no consistency of the objectives were also reported by the respondent organisations. The CDPs verify NGO registration cases through file reading, office verification, membership verification and NGO bank account verification. Some of the respondents were of the opinion that no NGO site visits were conducted by the CDPs during the registration process and a few even expressed the opinion that no verification occurred. The DDOs were seen as the prominent authority in the verification of NGO registration cases compared to lower staff and higher authorities. The majority of respondent NGOs reported that the registration process took more than three months and that they found it difficult and lengthy as well. As mentioned earlier, this could be due to staff shortages, a lack of staff training and a heavy work load on the CDPs.

The CDPs provided guidance and training facilitations for the registered organisations. Assistance with obtaining funding was reported as very low, and remained the top priority demand from the registered organisations. They requested direct funding and funding guidance from the CDPs along with other needs, i.e., training on office management, proposal writing, programme management and record keeping.

The most common methods adopted by the CDPs for interaction with the registered NGOs were telephone, NGO site visits, mail, meetings and email respectively. The important point was the indication of no contact made by the CDPs, which was reported by 40 NGOs. Also, 63 NGOs were of the opinion that no meetings were arranged by the CDPs. Most respondents reported rare meetings and monthly meetings conducted by the CDPs. During these meetings, the discussions included the NGOs' performance and needs, emergency matters, community problems and needs, new projects for NGOs and NGO trainings respectively. Discussion on the CDPs' work was very rare.

The results of the registered NGOs were noticed to be similar to the DDOs' views regarding the service areas of the organisations registered with the CDPs. Education, health, women's welfare and child welfare respectively were the main thematic areas of the NGOs. Other fields included patient welfare, vocational training, youth welfare, and sanitation which were also mentioned in the registration guidance provided by the CDPs (Voluntary Social Welfare Agencies Registration and Control Ordinance, 1961). The respondent organisations reported that the CDPs assess NGO performance mainly through audit reports and field visits. Also, some NGOs' negation that the CDPs made any assessment of NGO performance raises a large question mark over the performance of the CDPs.

The majority of the NGOs admitted that the CDPs played a role and provided services in case of any emergencies in the communities. The respondent NGOs agreed that the CDPs followed higher authorities' instructions. Also, they found that the CDPs' direct services were more prominent than their indirect services provided through NGOs during emergencies. The direct and indirect services of the CDPs included provision of goods, food items, health, rehabilitation, counselling, tents, blood donation and shelter.

The NGOs remained cooperative and very cooperative towards the CDPs during service provision in emergencies.

As far as the CDPs powers for taking action against nonfunctional registered and unregistered organisations are concerned, they are limited to following the instructions of the higher authorities. In comparison to the DDOs' views, many NGOs found the CDPs had the power to cancel NGO registrations. Although NGOs reported a lack of funding and low interest from the NGOs' management as major reasons behind non-functioning NGOs, they also blamed the CDPs as the third largest reason. Many NGOs viewed the CDPs as silent even when having the power to take action against the unregistered NGOs. Mainly, the registered NGOs faced financial problems including no and little funding from the CDPs and also from private donors. Also, the results even indicated extra financial burdens placed on the NGOs by the CDPs. Besides the financial needs, the registered organisations emphasized project design training and broader geographical and service areas as major needs.

The results agreed with those of the DDO respondents that the CDPs interactions with the development organisations were of a participative and leading nature. However, a considerable number of NGOs also found that the CDPs interact with them in an authoritative way. This difference of opinion presented the other side of the picture which pointed out top-down community development approach. However, the rate of formal and unsatisfactory relationships between the CDPs and the NGOs was noticed to be higher than informal and satisfactory relationships. Also, the respondent NGOs even observed the CDPs in participative and leading and in authoritative roles in the event of direct interventions at the grassroots level.

The respondent NGOs differed from the DDOs' opinions on the CDPs' regular interaction at grassroots level. The CDPs occasional intervention on higher authorities'

instructions was seen as major finding. Also, the CDPs intervene on request of the local people and the local NGOs. Mainly, the CDPs intervened to provide services during emergencies. Other direct interventions included the initiation of development projects by the CDPs on instructions of the higher authorities, on advice of the NGOs, on their own decision and on requests from the local people, etc. It was surprising that the CDPs' direct contact at the local level for registering NGOs was very low. The interactions of the local people and NGOs in the communities with the CDPs during direct interventions at the grassroots level was reported collectively as cooperative and very cooperative. However, some results also indicated an average level of cooperation from the community members.

The respondent NGOs understood that the CDPs have more powers to plan and implement development projects directly at the grassroots level. Although the higher authorities, especially district offices social welfare, were also seen to have this power, the CDPs were found to have more power than people in communities regarding planning and decision making. In addition, the performance of the CDPs as part of the local district government and the provincial government was doubtful. The level of average satisfaction was noticed as higher than satisfaction and higher satisfaction. The results about unsatisfactory performance can also not be neglected. The ACRs were reported as a major way for assessing the CDPs' performance. Other evaluation methods included progress and audit reports and visits by the higher authorities in that order of importance. Also, 62 NGOs even thought that there were no performance evaluations for the CDPs.

The results mentioned that the CDPs could not perform smoothly due to insufficient funding for the CDPs and for the NGOs. Financial problems also included delayed funding, insufficient finances for CDP travel and daily allowances, and low staff

salaries. A lack of availability of vehicles for the CDP offices emerged as the major office management problem for the CDPs. Furthermore, the CDPs faced the shortage of office equipment and staff, and also often had no proper buildings. A large majority of the respondent NGOs observed that untrained supervisors, DDOs, clerks and junior staff, respectively, created barriers for the CDPs proper functioning.

The majority of the NGOs considered the complicated and lengthy registration process as the major registration-related problem affecting the CDPs performance. They also blamed that noncooperation of NGOs and higher authorities with the CDPs during the registration process hinders the CDPs' work. Many respondents admitted putting political pressure on the CDPs for NGO registration. The results indicated that the CDPs could not perform effectively when NGOs did not submit their audit and progress reports regularly. Also, a lack of development/welfare activities by the NGOs and the NGOs failing to attend meetings were observed to create problems for the CDPs' smooth working. The majority of the respondents reported that CDPs faced no problems in making direct entries at the grassroots level. But many NGOs blamed the local people and the DDOs in the event of any problems in the CDPs direct interventions. The CDPs were not able to make the local communities aware of their services mainly because of a shortage of funds and staff. Other major problems regarding a lack of awareness were seen to be a lack of interest from the local communities, the lack of awareness campaigns by the NGOs and overpopulation.

The respondent NGOs suggested that the Provincial Ministry of Social Welfare should provide vehicles for the CDP offices and more funds to enhance the CDP performance. Further, they requested the provision of more funding for NGOs' development projects, staff training and more staff. They also stressed the need for CDP performance evaluation, proper office buildings for the CDPs and NGO training through the CDPs.

Other suggestions included CDP cooperation with NGOs, office equipment for the CDPs, more powers for the DDOs and an easier NGO registration process.

The respondents advised the registered NGOs to cooperate with the CDPs and to inform them about community problems. According to the results, the NGOs were guided to submit their reports to the CDPs, work towards solving problem, attend meetings called by the CDPs, cooperate with the CDPs for problem solution, conduct regular NGO elections, raise awareness in local people of the CDPs' services, inform the higher authorities about the CDPs and to obtain training from the CDPs in that order of priority.

The results indicated that the local people should be aware of the CDPs services in their area and also that they should inform the CDPs about community problems. Further, they were advised to cooperate with the CDPs and the NGOs for solving problems. Local communities should get guidance for solving problems from the CDPs, cooperate for NGO registrations and inform the higher authorities about the CDPs' performance.

The respondent NGOs made various suggestions for the DDOs to enhance the CDPs' work performance. Mainly, they advised them to get proper training for running the offices and to remain in contact with the NGOs. The DDOs should inform the higher authorities about the CDPs' problems and should provide awareness and guidance on NGO registration through the CDPs. Other suggestions included raising awareness of the CDPs' work, direct interventions at the local level, NGO site visits, to have a full time job as a DDO with no extra responsibilities, request more funding for NGO projects, NGO training, to be aware of community problems and needs, to make NGOs aware of community problems and to have regular contact with local communities, respectively.

RESULTS – NGOs NOT REGISTERED WITH THE CDPs

This chapter presents the third and last part of the results. The results include the views of representatives of the NGOs registered with government departments other than the Social Welfare Department (CDPs) as mentioned earlier in the methodology chapter. These organisations also provide welfare and development services at the grassroots level as do the NGOs registered with the CDPs. These NGOs do have direct or indirect connections with the CDPs and organisations registered with the CDPs. NGOs not registered with the CDPs are supposed to know about current working practices and services of the CDPs and the organisations registered with these projects. The questionnaire for these NGOs included only those questions to which they could respond. As in the previous chapter on NGOs registered with the CDPs, the first section in this chapter also presents the demographic results of the respondents and their organisations. The second section contains respondents' views about CDPs' population coverage, staff availability and needs, staff training, training needs and staff performance. The third section presents some different results which focus on reasons for not getting registration through the CDPs, working interactions with the CDPs and views about CDPs dealing with the registered and not registered NGOs. Last three sections include results from the same questions about the CDPs' direct interventions at the grassroots level, problems faced by the CDPs and the respondents' suggestions on how to improve the CDPs' performance.

The response rate for the third type of respondents (NGOs registered with other departments except through the CDPs) was calculated low as compared to the DDO respondents and NGOs registered with the CDPs. From the total of 124 self-administered questionnaires delivered in all 36 districts of the Punjab Province, 53 completed forms were received back. The response rate was computed as 42.7% for

NGOs not registered with the CDPs. The possible reason behind the low response rate in comparison to the DDOs and NGOs registered with the CDPs could be because these organisations have less interaction with the CDPs. All the questionnaires received back were given serial numbers and data was entered in SPSS. As mentioned earlier in the methodology chapter, responses against open-ended questions were categorized on the basis of similar meanings. These open-ended data were also entered in SPSS after giving numbers to all the possible codes. Data processing through SPSS helped to draw simple tables, figures and multiple response tables with frequencies and percentages. The response rates for individual questions were different in all sections.

6.1 Demographic Information of Respondents and NGOs not Registered with the CDPs

The first section gives information about gender, ages, highest academic qualifications, positions in the organisations and work experience of the respondents. The results show different laws through which the respondent NGOs obtained registration. This section also focuses on the registration period and the geographical coverage of the respondent organisations.

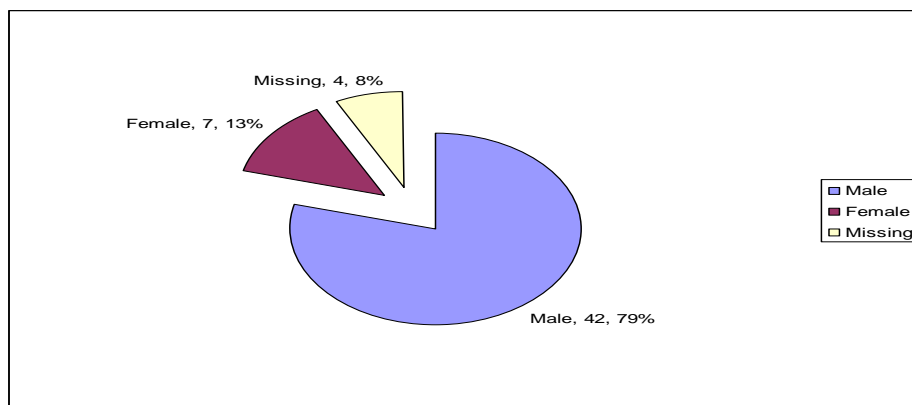


Figure 6.1: Gender of the Respondents

Figure 6.1 shows the gender of representatives of NGOs not registered with the CDPs. The proportion of male respondents is dominant with a big difference between the two

genders, according to 79% of the participants. It is clear from the results that only 13% of the respondents are females from a total of 53. Four participants do not mention their gender. The results reveal that the large majority of respondents are in the age range of 31–50 years old. All of the respondents are identified as literate as they have responded to the questionnaires. More than half of the NGO representatives hold Bachelor level and Masters level maximum qualifications.

Table 6.1: Positions/Designations of the Respondents in the Organisations

	Gender				Total	
	Male		Female			
	Frequency	Percent	Frequency	Percent	Frequency	Percent
President	24	45.3	2	3.8	26	49.1
Vice-president	5	9.4	1	1.9	6	11.3
General Secretary	9	17	0	0	9	17
Finance Secretary	2	3.8	3	5.7	5	9.4
Total	40	75.5	6	11.3	46	86.8
Missing	4	7.5	3	5.7	7	13.2
	44	83	9	17	53	100

Table 6.1 provides information about the positions of the NGO representatives who were approached to participate in the study. Half of the respondents hold president designations in their organisations (49.1%). According to 17% of the participants they are serving as general secretaries. Almost one fifth of the respondents has been reported as vice presidents (11.3%) and finance secretaries (9.4%) in their NGOs. Some NGO executive committee members do not mention their designation (13.2%). It is very important to notice that females hold less or no key designations in their organisations. This clearly indicates a reduced role of females in decision makings within their organisations. Nearly one third of the respondents have 6–10 years' work experience in

their organisations. The second largest work experience group is the 11–15 year group as the results indicate.

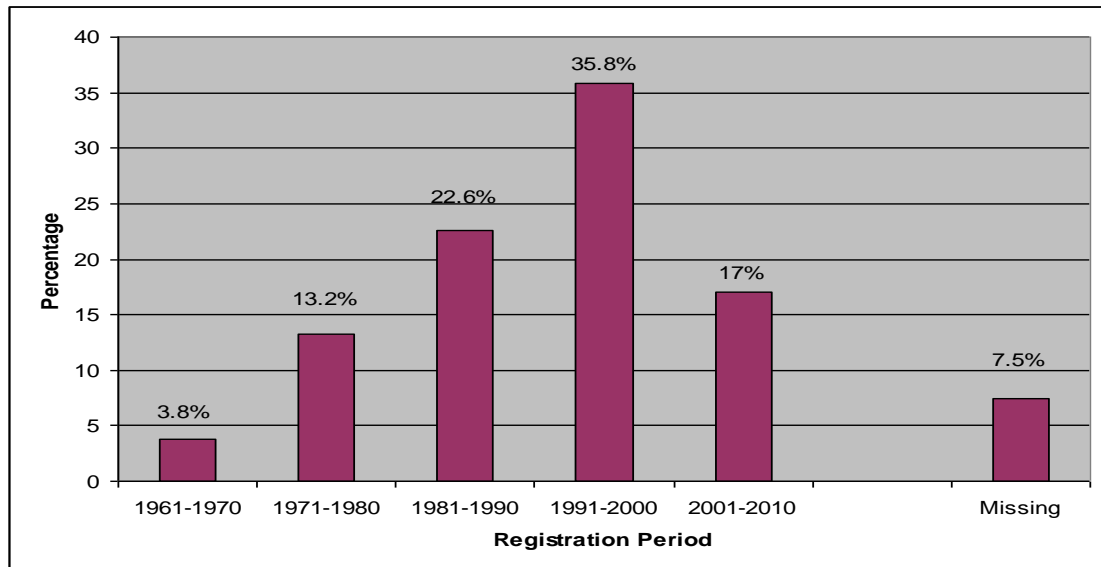


Figure 6.2: Registration Years of the Respondent Organisations

Results can be seen in Figure 6.2 showing the registration period of the respondent organisations that are registered with departments other than CDPs. The most dominant registration period of the respondent organisations is 1991–2000. The figures show that more than one third of the NGOs (35.8%) were registered in that era. According to 12 respondents, their organisations obtained registered status during the period of 1981–1990. During the period of 2001–2010, nine (17%) NGOs were registered with government departments other than CDP offices. Only two respondent organisations (3.8%) became registered from 1961 to 1970, while seven (13.2%) were registered during 1971–1980. The results indicate that most ideal time period for registration of organisations was 1981–2010. More than two third of the respondent organisations obtained their legal status during that period.

Table 6.2: Registration Authorities of the Respondent Organisations

	Frequency	Percent
The Societies Act, 1860	22	41.5
The Trust Act, 1882	10	18.9
The Companies Ordinance, 1984	11	20.8
The Cooperative Societies Act, 1925	8	15.1
Total	51	96.2
Missing	2	3.8
	53	100.0

Table 6.2 presents results about the registration authorities/laws of the organisations not registered with the CDPs. The majority of the organisations are registered under The Societies Act 1860 as reported by 41.5% of the participants. The second largest number of respondent organisations is registered with The Companies Ordinance, 1984 (20.8%). It can be observed through the table that The Trust Act, 1882 (18.9%) and The Cooperative Societies Acts, 1925 (15.1%) are also laws under which respondent organisations received their registration.

Table 6.3: Geographical Coverage of the Respondent Organisations

	Frequency	Percent
Local	11	20.8
District	14	26.4
Provincial	12	22.6
National	11	20.8
Total	48	90.6
Missing	5	9.4
	53	100

Table 6.3 presents the geographical coverage of the NGOs registered with offices other than the CDPs, and are participants in this study. Nearly and more than one quarter of

the NGOs (26.4%) provide their development services within the geographical limits of their districts. It is worth noting that more than one fifth (22.6%) of the NGOs are allowed to work in all districts of the province. According to 20.8% of the participants, their organisations' geographical work coverage is expanded to the national level, while the same number of participants reports a local level of coverage by their NGOs. The results indicate that NGO registration authorities other than the CDPs are more flexible in allowing a more expanded geographical coverage for the NGOs registered with them.

6.2 CDP Office Information

This section's results comment on the respondents' awareness of the working and head departments of the CDPs, and the sources of the awareness. The results about the population coverage, staff availabilities and staff needs of the CDPs are also presented. Furthermore, the views of the respondents about the staff training and training needs and staff performance levels are included in this section.

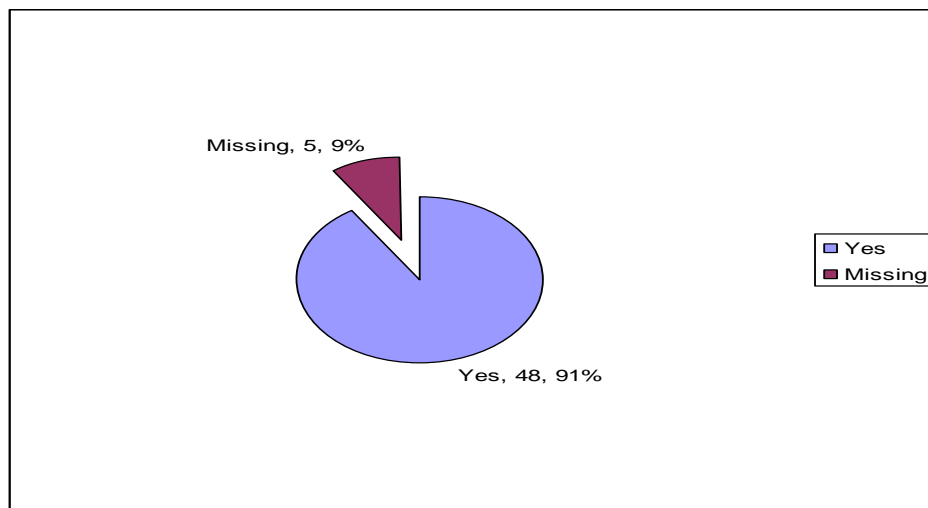


Figure 6.3: Awareness of the Respondent Organisations about the CDPs

Figure 6.3 shows the responses of the representatives of NGOs not registered with the CDPs about their awareness of the work of the CDPs. The large majority of respondents

are aware of the work of the CDPs in their areas. Only five participants do not answer the query on their knowledge about the CDP offices.

Table 6.4: Sources of Awareness of the CDPs Work

	Number of responses	Percent of respondents (N=47)
Through awareness programme of the CDP	15	31.9%
Through District Office Social Welfare	17	36.2%
Through a registered NGO	37	78.7%
Through community people	6	12.8%
	75	

Table 6.4 presents information on how respondents gained awareness of the work of the CDPs. Of the total 47 respondents, 78.7% describe NGOs registered with the CDPs as sources of awareness of the work of CDPs. More than one third of the respondents (36.2%) show that district offices social welfare inform them about the CDPs. Awareness programmes initiated by the CDPs about their work also appear as information sources for the respondent NGOs (31.9% respondents). According to a small number of respondents (12.8%), they gained awareness about the CDPs through people in the communities. The results indicate that the CDPs play a lesser role in introducing their work compared to NGOs. A big majority of the respondents find that the Provincial Government (Directorate of Social Welfare, Punjab) is the authority that looks after the workings of the CDPs, while one fifth also consider the local district governments as the head authorities of the CDPs.

Table 6.5: Population Coverage of the CDPs

	Frequency	Percent
25000–35000 people	7	13.2
More than 35000 people	26	49.1
Do not know	12	22.6
Total	45	84.9
Missing	8	15.1
	53	100

Table 6.5 presents the views of the participants on population coverage of the CDPs. About half (49.1%) of the respondents consider that the CDPs deal with more than 35000 people in their jurisdiction areas. Only seven participants are of the view that the CDPs' population coverage is between 25000 and 35000 people. More than one fifth (22.6%) of the NGOs representatives do not know an estimation of the population coverage of the CDPs. Furthermore, 15.1% of the respondents do not answer this query, which could be because of their lack of knowledge about the CDPs' population coverage.

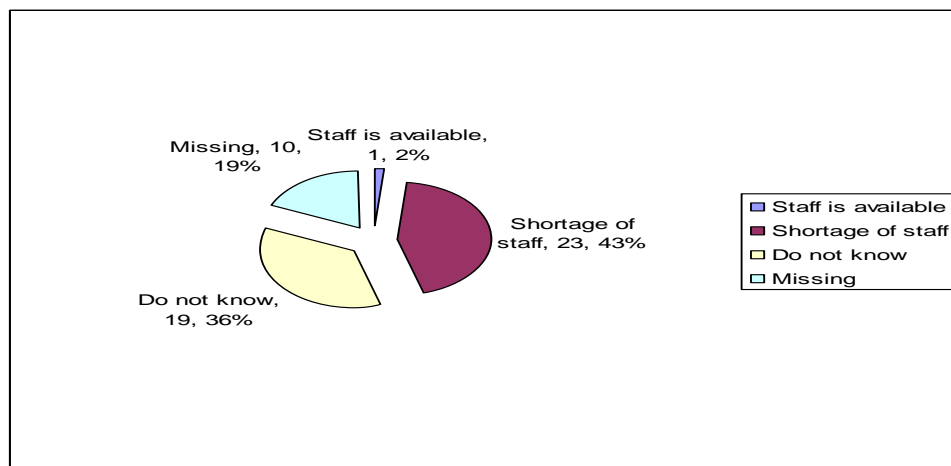
**Figure 6.4: Staff Availabilities at the CDPs**

Figure 6.4 reports the views of the representatives of the NGOs not registered with the CDPs about staff availabilities at the CDPs. The majority of respondents (43%) find

staff shortages at the CDPs. On the other hand, it is important to note that 36% of the participants do not have information about staff availability at the CDPs. Additionally, 19% of the respondents do not participate on this query. Overall, the results indicate that more than half of the participants (36%+ 19%) do not comment on staff availability, which could be due to a more limited interaction of the nonregistered NGOs with the CDPs. Even then, the response rate of the respondents (43%) about the shortage of staff cannot be ignored as it is a third party viewpoint.

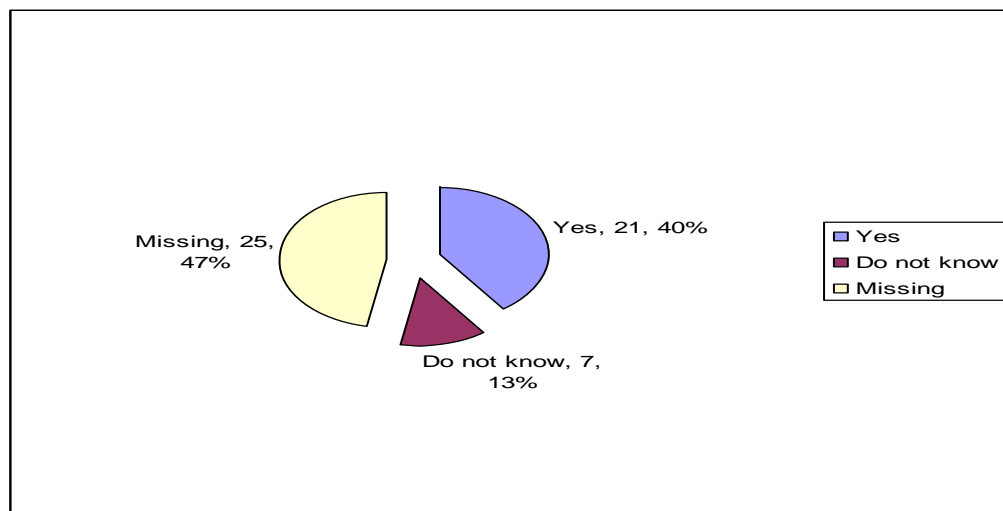


Figure 6.5: If CDPs face Staff Shortage, is there a Need to Recruit More Staff?

The information in Figure 6.5 is linked to the results given by the Figure 6.4. Of the 23 respondents who reported a staff shortage at the CDPs, 40% are of the view that there is a need to appoint staff. The rest of the respondents do not know about staff need at the CDPs.

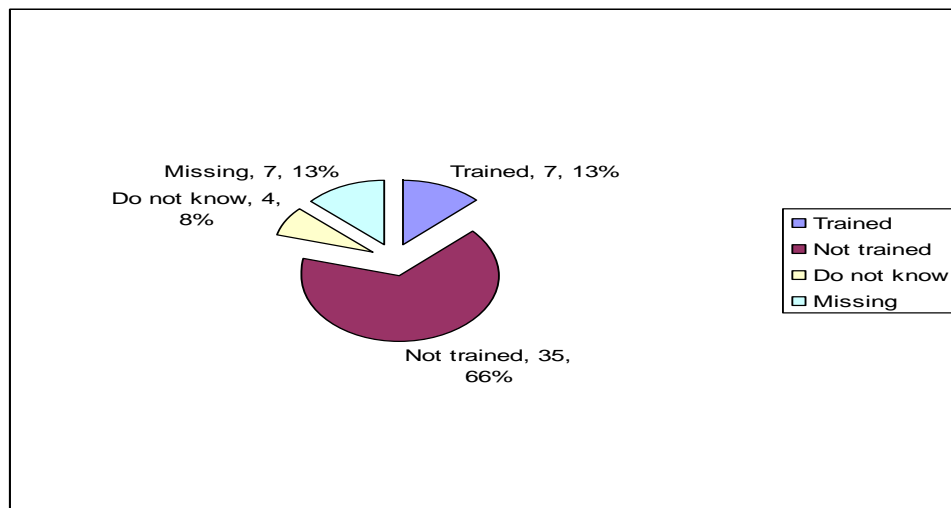


Figure 6.6: Views about the CDPs' Staff Training

Figure 6.6 presents the perceptions of representatives of the non CDP-registered NGOs about CDP staff training. A large majority of participants (66%) find that staff members appointed at the CDPs are not trained to perform their jobs effectively. Only seven participants report the CDP staff as trained, while no one considers the staff as well trained. Some respondents (13%) remain quiet on the query about staff training, while 8% do not know how well staff members are trained.

Table 6.6: The Need for Training if Staff are not Trained

	Number of responses	Percent of respondents (N=34)
Roles and responsibilities of DDOs	30	88.2%
Office management	27	79.4%
Budgeting	17	50.0%
NGO record maintenance	19	55.9%
Project designing	16	47.1%
Refresher courses	32	94.1%
	141	

The information presented in Table 6.6 is linked to the previous Figure 6.6. This table shows 141 multiple responses given by the 34 participants who feel the CDP staff

members ‘not trained’. Respondents consider that refresher courses are needed to fill the training gaps and to equip the untrained staff members appointed at the CDPs (94.1% respondents). There is a need to train DDOs for their roles and responsibilities, as reported by 88.2% of the respondents. It is important to note that 30 respondents out of the total 34 feel the need to train DDOs about their roles and responsibilities. Staff appointed at the CDPs, are thought to need training in office management and NGO record maintenance as reported by 79.4% and 55.9% of the respondents respectively. Furthermore, training on budgeting is also needed for staff members of the CDPs (50.0% respondents). The results in the table point out a need for project design training for the CDP staff (47.1% respondents).

Table 6.7: Ratings of the CDP Staff's Performance

	Frequency	Percent
Good	12	22.6
Average	13	24.5
Not good/poor	13	24.5
Very poor	2	3.8
Do not know	6	11.3
Total	46	86.8
Missing	7	13.2
	53	100

Although the non CDP-registered organisations do not interact with the CDPs' staff on regular basis, even then they have direct and indirect interaction with the CDPs. Table 6.7 presents the perceptions of representatives of NGOs not registered with the CDPs of the work performance of the CDPs' staff members. Nearly, one quarter of the respondents (24.5%) put staff performance at an average level, while the same number of participants considers that the work of the CDP staff is poor. On the other hand, more than one fifth of the participants (22.6%) understand that staff members of the CDPs are

performing their jobs in good manner. No one has reported a very good performance of staff, though two respondents point out very poor performance. Responses of nearly one quart of the respondents do not rate work performance as six participants do not know about it and seven do not respond to the query. Overall, the results indicate that almost half of the participants do not give 'good' and 'very good' ratings of the work performance of the CDP staff.

6.3 Registration of and Working with NGOs

In comparison to the third section of the previous results chapters, this section is short and presents the results about the experiences of the respondents. In addition to the communities' awareness of the CDPs' NGO registration services and the reasons for a lack of awareness, this results section presents various reasons for respondents' NGOs not registering through the CDPs. The service areas of the respondent NGOs and the role and the services of the CDPs during emergencies is mentioned in this section. Some results also indicate participation of the respondent NGOs in the CDPs' programmes. This section comprises results about the dealings of the CDPs with registered and nonregistered NGOs and problems and needs of the organisations registered with the Social Welfare Department. Also, results are included about the nature of the relationship between the CDPs and the registered NGOs.

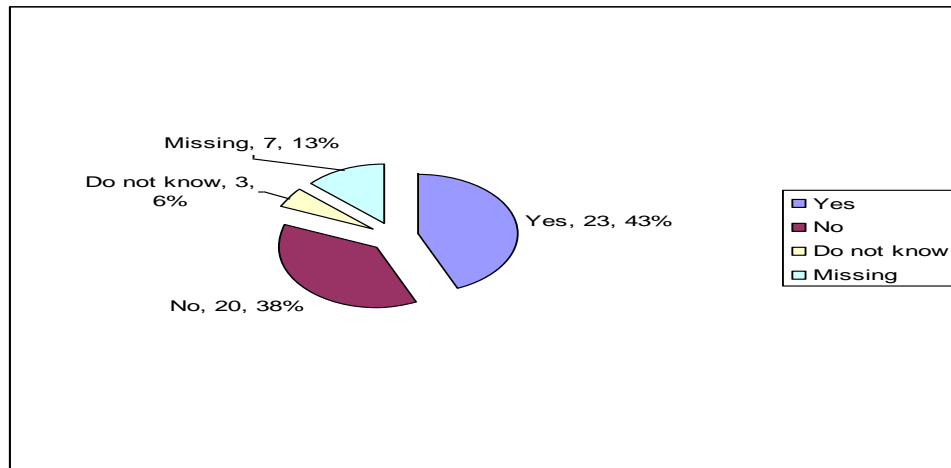


Figure 6.7: Awareness of Individuals and Community Groups of NGO Registration Through the CDPs

Figure 6.7 presents the perceptions of respondents on awareness of NGO registration through the CDPs on the part of the people in the local communities. Most of the respondents (43%) are of the view that individuals and groups in the communities are aware of the registration of organisations by the CDPs. However, 38% of the participants feel that the local people in communities do not know about NGOs registration from the CDPs. It can be seen in the graph that seven respondents do not answer the query and a few (3) do not know if individuals and community groups are aware or not of NGO registration through the CDPs.

Table 6.8: Reasons for a lack of awareness of individuals and community groups of NGO registration through CDPs

	Number of responses	Percent of respondents (N=18)
No awareness campaign by the CDPs	17	94.4%
Other options for NGOs registration	12	66.7%
Lack of interest on the part of communities regarding the CDPs and NGOs	12	66.7%
	41	

The information presented in Table 6.8 is connected with the results in the previous figure. The participants holding the views that individuals and community groups are

not aware of NGO registration through the CDPs were questioned about the reasons for that. According to the results, people in the communities are not aware of NGO registration through CDPs due to a lack of awareness campaigns by the CDPs (94.4% respondents). There are other departments/institutions who register NGOs, which diverts the attention of people seeking NGO registration towards other options, as reported by 66.7% of the respondents. It might be possible that the other registration departments/institutions have an easier and more flexible registration process. Also, the respondents (66.7%) point out that the people are not interested in knowing about registration of NGOs from the CDPs. The major findings from this table appear to be that the CDPs do not run awareness campaigns about their NGO registration services.

Table 6.9: Reason for not Obtaining Registration through the CDPs

	Number of responses	Percent of respondents (N=47)
Due to complicated registration procedure	28	59.6%
Due to strict and too much monitoring/assessment by the CDPs	10	21.3%
Due to small geographical coverage of the CDPs registration	25	53.2%
Due to limited functional areas of the CDPs	11	23.4%
Due to no proper guidance by the CDPs for project management	20	42.6%
Due to no funding chances through the CDPs	33	70.2%
Due to extra assignments by the CDPs	9	19.1%
	136	

This multiple responses in Table 6.9 present the results from the question about the causes behind not registering NGOs through the CDPs. The fear of having no chance of getting any funding for welfare/development projects from the CDPs is seen as a major reason to avoid NGO registration from the CDPs (70.2% respondents). The results suggest that NGOs participating in this study did not get registration from the CDPs due to the complicated registration procedures (59.6% respondents). Furthermore,

respondents point out that NGOs registered with the CDPs have limited geographical coverage, which leads them to register with other government registration authorities (53.2% respondents). Of the 47 respondents, 20 express the opinion that the CDPs do not provide proper guidance to NGOs for project management as the reason behind not getting registration from the CDPs. Another reason, reported by 23.4% of respondents, is that NGOs registered with the CDP offices are bound to work in limited service areas. Some NGOs did not get registrations from the CDPs offices as these offices are very strict with the registered organisations and perform excessive monitoring/assessments (21.3% respondents). Extra tasks assigned to registered organisations by the CDPs also discouraged registration from the CDPs.

Table 6.10: Service Areas of the Respondent NGOs

	Number of responses	Percent of respondents (N=47)
Education	31	66.0%
Health	29	61.7%
Women's Welfare	21	44.7%
Child Welfare	19	40.4%
Youth Welfare	18	38.3%
Disable Welfare	2	4.3%
Old People Welfare	2	4.3%
Sewerage Services	7	14.9%
Sanitation	17	36.2%
Family Planning	13	27.7%
Environment	10	21.3%
Vocational Training	20	42.6%
Awareness raising about social problems	5	10.6%
	194	

Table 6.10 shows the fields in which non CDP-registered NGOs provide welfare services. Various fields are mentioned by 47 respondents through their 194 multiple responses. These multiple responses indicate that an NGO provides community development services in one field or more. The Education is the major field of welfare service provision, according to 66.0% of NGO representatives and that is followed by the health field where 61.7% organisations work. Of the 47 participants, 44.7% report that their organisations work for women's rights in their communities. It is seen that NGOs provide their services to give vocational training in communities at local, district, provincial and national level (42.6% respondents). A considerable number of participants point out child welfare (40.4%) and youth welfare services (38.3%) as fields of service of their organisations. Additionally, the results indicate that many NGOs (36.2%) claim to carry out sanitation projects in their areas. Another important area of social services in which organisations are engaged to perform is family planning (27.7% of respondents). Working for a better environment is also listed by 21.3% organisations in their welfare service fields. The table also shows that NGOs claim to be engaged in sewerage services (14.9%), raising awareness of social problems (10.6%), disabled welfare (4.3%) and welfare of the elderly (4.3%). The overall results express the view that several NGO registration laws are flexible and allow organisations to work in various welfare fields.

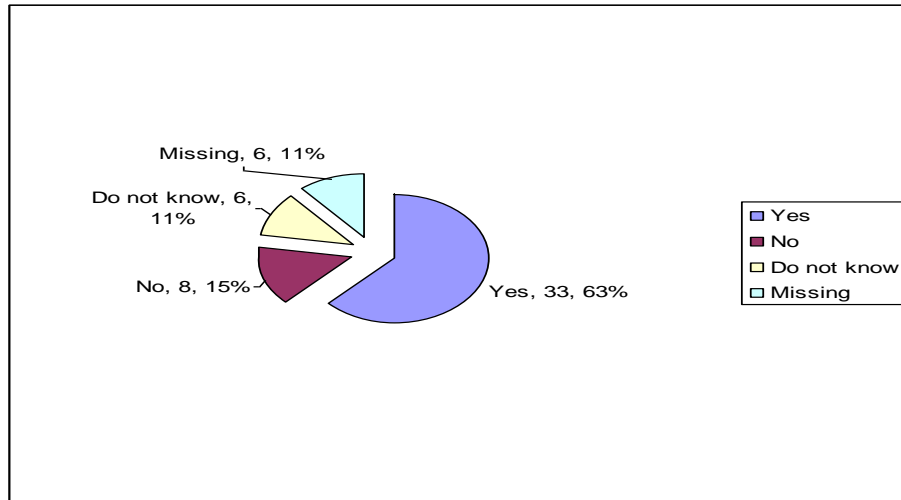


Figure 6.8: Role of the CDPs in the Event of an Emergency

Figure 6.8 presents the perceptions of participants on the role of the CDPs in the event of an emergency. A vast majority of participants are convinced that the CDPs become involved if there are any emergency situations in the communities (63%). A small number of respondents (15%) claim that the CDPs do not play a role during emergencies. There are a few respondents (11%) who do not know about the CDPs role during emergency events and some (11%) do not respond to this query. The reason for having no knowledge about the CDPs role and for not responding to this question could be due to fact that the respondent NGOs are not registered with the CDPs.

Table 6.11: Methods Adopted by the CDPs for Service Provision during Emergencies

	Number of responses	Percent of respondents (N=29)
Direct services in emergency area	15	51.7%
Service provision on instructions of higher authorities	9	31.0%
Indirect services through NGOs	18	62.1%
Assist higher authorities or other departments to provide services in emergency areas	6	20.7%
	48	

Table 6.11 presents the views of those respondents (29) who feel that the CDPs do play a role during any emergencies in communities. Of the 48 multiple responses, 62.1% of the respondents find that the CDPs provide indirect services through NGOs during emergencies. In contrast, 51.7% of the respondents indicate that the CDP staff work directly to help during an emergency. It can be seen in the table that the CDPs follow the instruction of higher authorities to provide services in emergencies (31.0% of respondents). A few of the respondents (20.7%) have the view that the CDP offices assist the higher authorities or other departments during their services in emergency areas.

Table 6.12: Services Provided by the CDPs during Emergencies

	Number of responses	Percent of respondents (N=30)
Collection of goods	29	96.7%
Collection of food items	27	90.0%
Provides health services	16	53.3%
Provides tents	6	20.0%
Provides blood donation services	14	46.7%
Provides rehabilitation services	12	40.0%
Provides counselling services	25	83.3%
	129	

Table 6.12 presents 129 multiple responses given by 30 participants who feel that the CDPs do play a role during emergencies. The results in this table show various services provided directly or indirectly by the CDPs in the event of any emergencies. The majority of respondents finds that the CDPs make collections or assist in the collection of different goods needed for the affected people in the emergency areas (96.7%). The participants also describe that the CDPs, directly or indirectly collect food items for emergency areas (90%). Another major role played by the CDPs during emergencies is

the provision of counselling services (83.3% of respondents). Of the 30 respondents, 53.3% find the CDPs providing health services during emergencies. In addition to health services, blood donation services are also provided by the CDPs (46.7% of respondents). The respondents (40.0%) mentions that the affected communities in the emergency areas are provided with rehabilitation services by the CDPs, and a few (20.0%) mention that the CDPs provide tents for affected people.

Table 6.13: The Cooperation Level of NGOs with the CDPs on Service Provision by the CDP Office during Emergencies

	Frequency	Percent
Very cooperative	7	13.2
Cooperative	8	15.1
Average	16	30.2
Total	31	58.5
Missing	22	41.5
	53	100

Table 6.13 indicates the views of the representatives of the non-CDP-registered NGOs on the level of cooperation between the NGOs registered with the CDPs and the CDPs in the event of an emergency. Of the total 53 participants, 30.2% find the level cooperation of the NGOs towards the CDPs as average. This is not satisfactory but no respondent mentions noncooperation of NGOs with the CDPs. NGOs are cooperative following calls by the CDPs to provide, or assist in the provision of, services in the events of any emergencies (15.1% of participants). NGOs registered with the CDPs are very cooperative with CDP offices during service provision in emergency areas (13.2%).

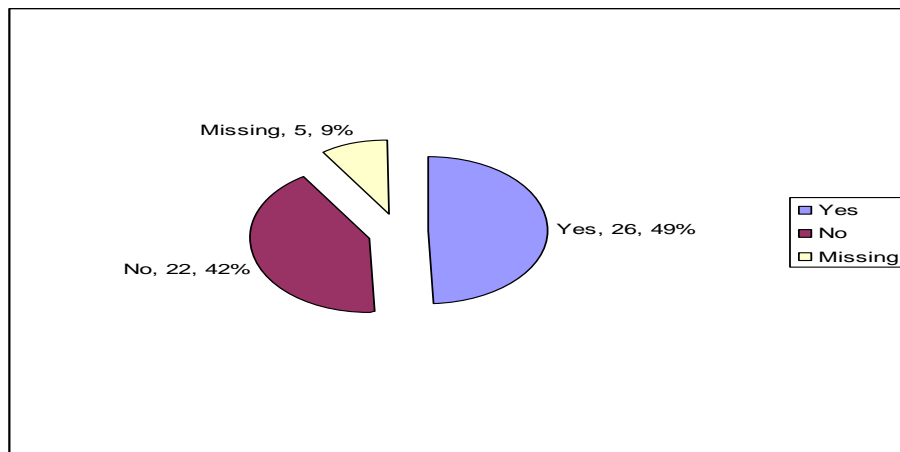


Figure 6.9: Participation of the Respondent NGOs in the CDPs' Programmes

Figure 6.9 shows the participation of non CDP-registered NGOs in programmes/events organized by the CDPs. About half of the participants (49%) reveal that their organisations attend any programmes/events organized by the CDPs if they are invited. While less than half, but still a considerable number, of respondents disclose that their organisations do not participate in programmes arranged by the CDPs. The reason behind not attending could easily be the fact that those organisations are not registered with the CDPs. If some organisations are not registered with the CDPs, they are free to attend or not any events organized by the CDPs.

Table 6.14: Purposes/Agendas of Programmes/Events Organized by the CDPs

	Number of responses	Percent of respondents (N=25)
NGOs performance and needs	13	52.0%
New programmes/projects for NGOs	6	24.0%
Community needs and problems	13	52.0%
Training of NGOs	7	28.0%
Emergency matters	11	44.0%
No special agenda	5	20.0%
	55	

The results in Table 6.14 are linked to Figure 6.9. This table presents the multiple responses (55) of those respondents (25) who participate in programmes/events arranged by the CDPs. According to 52.0% of the respondents, the CDPs arrange programmes or meetings with the purpose of discussing work performance and the needs of NGOs engaged in community development. The same number of responses indicates that the needs and problems of local communities are on the agenda. Another purpose of programmes/meetings called by the CDPs is to discuss any emergency situation prevailing or expected within the community (44.0% of respondents). The meetings are also called with purpose of NGO training (28.0% of respondents). The CDPs invite organisations to programmes to discuss new development projects for NGOs (24.0% respondents). Of the 25 participants, 20.0% disclose that there is no special purpose or agenda to be discussed when the CDPs organize programmes/meetings.

Table 6.15: Dealing of the CDPs with Nonregistered NGOs

	Number of responses	Percent of respondents (N=46)
The CDPs can report to higher authorities about nonregistered NGO	18	39.1%
No authority	22	47.8%
CDPs have authorities but remains silent and take no actions	8	17.4%
	48	

Table 6.15 shows the perceptions of respondents about the way CDPs deal with nonregistered NGOs in their areas. The majority of the participants 47.8% understand that the CDPs do not have any power with regard to the work of nonregistered organisations in their areas. On the other hand, 39.1% of the respondents have the view that the CDPs have the power to inform their higher authorities (DO Social Welfare, Executive District Officer Community Development, Provincial Directorate of Social

Welfare) about the existence of nonregistered NGOs in their jurisdictional areas. A few of the respondents (8) point out that the CDPs are given powers for dealing with nonregistered organisations in their areas in the sense of checking on those NGOs, but that the CDPs do not take any steps and remain silent.

Table 6.16: Different Ways by which the CDPs Interact with NGOs Engaged in Community Development

	Frequency	Percent
Authoritative	18	34
Participative and leading	8	15.1
Participative and led by people in communities	6	11.3
Do not know	12	22.6
Total	44	83
Missing	9	17
	53	100

Table 6.16 presents the views of respondents about the ways CDPs interact with organisations engaged in welfare/development projects in the community. Almost one third (34%) of the participants feel that the CDPs are authoritative in their dealings with organisations working for community development. Only 26.4% of respondents view the dealings of the CDPs with NGOs as participatory where the CDPs have the leading role (15.1%) or are led by people in communities (11.3%). The NGOs not registered with the CDPs are not too close to, and are not directly under the jurisdiction of, the CDPs. So, it can be seen that the majority of the respondents do not know (22.6%) or remain silent (17%) on the query about the interactions of the CDPs with NGOs. The results clearly indicate a domination of the top-down approach in dealing of the CDPs towards the development organisations.

Table 6.17: Problems Faced by the NGOs Registered with the CDPs

	Number of responses	Percent of respondents (N=46)
Insufficient funding from the CDPs	24	52.2%
No funding from the CDPs	42	91.3%
Extra strict assessment/evaluation by the CDPs	14	30.4%
No funding from private donors	22	47.8%
Financial burden by the CDPs	20	43.5%
Limited geographical coverage of NGOs	13	28.3%
Limited service areas of NGOs	12	26.1%
Extra and unofficial services for the CDPs	20	43.5%
	167	

Table 6.17 presents the multiple responses of the respondent NGOs as third party views about the various problems faced by NGOs registered with the CDPs. Of the total 46 respondents who participated in this query, 91.3% consider that NGOs registered with the CDPs do not get any funding from the CDPs for development projects. In addition to that, insufficient funding from the CDPs appeared as another major problem (52.2% of respondents). This could be due to NGO registration legislation and geographical jurisdiction of the CDPs. NGOs registered with the CDPs do not get many funding opportunities from private donors as reported by the respondents (47.8%). The participants (43.5%) disclose that the CDPs put an extra financial burden on the registered NGOs in the form of assignments, which affects the work of the organisations. These assignments could be beyond the official remit of the NGOs, as pointed out by the same number of participants. The CDPs deal strictly with the registered NGOs when making assessments or evaluations of projects run by those organisations, according to 30.4% of the respondents. Additionally, 28.3% of the respondents indicate that restrictions on the organisations registered with the CDPs regarding geographical coverage is also a problem. Restrictions on working within

limited welfare fields are also reported as a problem of the CDPs. The results in the table clearly state that the various problems faced by registered NGOs are associated with the CDPs directly or indirectly. All 47 study participants stress that organisations registered with the CDPs need direct funding to make their community development services effective and result oriented. Furthermore, respondents indicate that organisations are in need of funding from private donors. The other needs include broader geographical coverage, permission to add more service areas for development projects, training on project design by the CDPs, and linkage/interaction with the ministry of social welfare.

Table 6.18: Nature of Relationships between the CDPs and the NGOs

	Frequency	Percent
Formal and satisfactory	7	13.2
Formal but unsatisfactory	8	15.1
Both formal and informal	7	13.2
Informal and satisfactory	5	9.4
Informal and unsatisfactory	13	24.5
Do not know	5	9.4
Total	45	84.9
Missing	8	15.1
	53	100

Table 6.18 presents the perceptions of the participants about the relationship between the CDPs and registered NGOs. Nearly one quarter (24.5%) of the respondents find that the nature of the relationship between the CDPs and organisations is informal and unsatisfactory. In addition, 15.1% of the respondents express the view that the relationship of the CDPs with organisations is formal but not satisfactory. The satisfactory nature of the relationship is rated at quite a low level, as reported by 21.6% of the respondents (which is the combination of both formal and informal types of

relationship). According to 13.2% of the participants the CDP offices deal with the NGOs in both formal and informal ways. These relationships can be of a satisfactory, unsatisfactory or average type. Some respondents (8) do not respond and a few (5) do not know the nature of the relationship between the CDPs and NGOs. The trend of the figures shows a high level of unsatisfactory types of relationships. The overall results are not supportive for both NGOs and particularly for the CDPs.

6.4 The Direct Intervention of the CDPs in Local Communities

The results in this section discuss the CDPs' direct interventions at the grassroots level in the community and the nature of these direct contacts. Some tables present information about the CDPs' mode of interaction during direct contact in communities and the response levels of the local people and NGOs towards the CDPs. This section also shows the views of the non-CDP-registered NGOs about the authorities to plan and decide the implementations of the CDPs' direct projects in the local communities. Also, it includes the results about the performance of CDPs as part of the local and the provincial governments.

Table 6.19: Direct Interventions by the CDPs at the Grassroots Levels in the Communities

	Number of responses	Percent of respondents (N=49)
Occasionally on special official instructions	24	49.0%
Regular as per given authority	20	40.9%
On request from people in communities	15	30.6%
On advice of NGOs	18	36.7%
The CDPs do not intervene directly at the grassroots level in the communities	5	10.2%
	82	

This multiple response Table 6.19 presents perceptions of the participants of the direct intervention of the CDPs in local communities. Of the 49 participants, 49.0% mention

that the CDPs interact directly with communities at the local level when instructed by higher authorities (District Offices Social Welfare, Executive District Offices Community Development, Provincial Directorate of Social Welfare). The CDPs make direct contact with the people in communities regularly according to its given powers (40.9% of respondents). NGOs also advise the CDPs to interact with local communities (36.7% of respondents). NGOs at local level may feel the need to make the CDPs know about needs or problems of the grassroots communities. Similarly, community members ask the CDPs to make direct contact at the grassroots level (30.6% of respondents). A few of the respondents (5) hold the view that the CDPs do not intervene at the grassroots level in the communities.

Table 6.20: Nature of the CDPs' Direct Interventions at Grassroots Level in Communities

	Number of responses	Percent of respondents (N=42)
Project/programme initiated by the CDPs on the instructions of higher authorities	30	71.4%
Self decided project/programme in response to community needs/problems	17	40.5%
Project/programme initiated by the CDPs on demand of the community	13	31.0%
Project/programme initiated by the CDPs suggested by NGOs	19	45.2%
During any emergency	30	71.4%
	109	

Table 6.20 informs us about the nature of direct intervention by the CDPs in local communities. More than two thirds of the respondents (71.4%) indicate that higher authorities instruct the CDPs to launch projects/programmes for welfare or development at the grassroots level. The same number of participants indicates direct CDP contact at the local level during emergencies. The results also mention that the CDPs start direct activities at the local level on the suggestion of organisations engaged in community

development (45.2% of respondents). The CDPs decide to initiate welfare/development programmes at the grassroots level in response to needs or problems of local communities (40.5% of respondents). Furthermore, people in communities ask the CDPs to launch development programmes directly at the local level (31.0% of respondents). It is evident from the results that the motivations behind the CDPs' direct projects in the communities are the community members, NGOs and needs or problems at the local level.

Table 6.21: The CDPs' Mode of Operation during Direct Interventions in Local Communities

	Frequency	Percent
Authoritative	19	35.8
Participative and leading	8	15.1
Participative and led by people in communities	6	11.3
Do not know	10	18.9
Total	43	81.1
Missing	10	18.9
	53	100

It can be seen from Table 6.21 the way in which the CDPs operate during the events of their direct intervention at the grassroots level. According to more than one third of the participants (35.8%), the CDPs perform in authoritative ways while making direct interaction with people in communities. This is not a supportive figure for the CDPs as government community development projects. However, 26.4% of the respondents find that the CDPs play participatory roles during their contact with local communities. The results indicate that sometimes these participative roles are led by the CDP and sometimes by people in the communities. A considerable number of respondents do not know about the mode of operation as their organisations are not registered with nor operated by the CDPs.

Table 6.22: The Cooperation Level of the Community Members with the Direct Interventions by CDPs

	Frequency	Percent
Very cooperative	6	11.3
Cooperative	24	45.3
Average	8	15.1
Do not know	6	11.3
Total	44	83.0
Missing	9	17
	53	100

Table 6.22 presents the perceptions of respondents about the rating of the community cooperation level towards the CDPs during the direct interventions at grassroots level. The respondents seem satisfied with the cooperation level of the community members. The figure shows that the participants (45.3%) see the local people as cooperative with the CDPs during direct contacts at the grassroots level and 11.3% rate it very cooperative. The CDPs get an average response from people in communities at times of direct interaction at grassroots level, according to 15.1% of the participants. The results in the table make it clear that there is no noncooperation from communities with the CDPs, though 11.3% of the respondents do not know the cooperation level.

Table 6.23: The Cooperation Level of the NGOs with the CDPs during Direct Interventions in Communities

	Frequency	Percent
Very cooperative	11	20.8
Cooperative	20	37.7
Average	7	13.2
Do not know	6	11.3
Total	44	83.0
Missing	9	17
	53	100

Table 6.23 shows the rating of the NGOs' cooperation level with the CDPs during direct intervention at the grassroots level. The table displays the responses of those participants who observe direct intervention of the CDPs at local level. The respondents claim that the organisations are cooperative with the CDPs during direct interventions at the local level (37.7% of participants). Furthermore, one fifth of the respondents rate the interactions of the NGOs with the CDPs as very cooperative. These figures develop an opinion that NGOs engaged in community development programmes play supportive roles for the CDPs at the grassroots level. A few of the respondents (13.2%) see the NGO cooperation level as average and this can also be not considered as unsatisfactory.

Table 6.24: Authority to Plan Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	7	13.2
District Officer Social Welfare	22	41.5
Deputy District Officer (DDO)	9	17
Communities	2	3.8
Total	40	75.5
Missing	13	24.5
	53	100

The results in Table 6.24 show the perception of the respondents about the authorities who plan development projects during and for direct intervention of the CDPs in the communities. The role of the CDPs to plan welfare/development projects during direct entries in the communities is very low compared to higher authorities. The results indicate that District Offices Social Welfare hold the power to plan activities for the CDPs during their direct contact in communities (41.5%). Additionally, the Provincial Directorate of Social Welfare also plans projects for the CDPs (13.2%). This might be due to the hierarchy of commands and rules set by the higher authorities for the CDPs. Some participants hold the view that the CDPs have the power to plan their projects during direct entries at the grassroots level (17%). The most important result to note is that the local people have only a limited role for planning development activities for the CDPs as reported by only 3.8% of the respondents.

Table 6.25: Authority to Make Decisions for Implementation of the Projects to be Initiated Directly by the CDPs

	Frequency	Percent
Provincial Directorate of Social Welfare	12	22.6
District Officer Social Welfare	12	22.6
Deputy District Officer (DDO)	11	20.8
Communities	6	11.3
Total	41	77.4
Missing	12	22.6
	53	100

After project planning, decision-making for project implementation plays a vital role in its results. Table 6.25 presents the NGOs understanding of who are the authorities who decide on the implementation of development projects to be launched by the CDPs at the grassroots level. Here, the respondents find that higher authorities decide on the implementation of activities of the CDPs in communities. The Provincial Directorate of Social Welfare and District Offices Social Welfare are the final deciding authorities to execute development projects through the CDPs at the local level, according to the same number of participants (22.6%). About one fifth of respondents (20.8%) understand that DDOs appointed at the CDPs themselves are in the position to make decisions on the implementation of projects during direct entries at the local level. The role of the people in the community who are the beneficiaries have quite a reduced role in decision-making. Limited decision-making powers for DDOs and people in the communities are a sign of the top-down community development approach.

Table 6.26: The Satisfaction Level of the CDPs' Performance as Part of Local Government

	Frequency	Percent
Satisfactory	9	17
Average	7	13.2
Unsatisfactory	18	34
Do not know	12	22.6
Total	46	86.8
Missing	7	13.2
	53	100

The CDPs provide their services also as part of the local government after promulgation of Local Government Ordinance 2001 in Pakistan. Table 6.26 presents perceptions of the participants about the satisfaction level of the CDPs' performance as part of local government. Being part of and working with district local governments, the CDPs do not perform in satisfactory ways, as disclosed by more than one third of the participants (34%). Less than one fifth of the respondents (17%) rates the performance of the CDPs as satisfactory, while 13.2% consider their work as average. Nobody has rated the CDPs' work 'highly satisfactory' in partnership with district local governments. More than one fifth of the respondents (22.6%) do not know about the performance level of the CDPs and 13.2% do not respond.

Table 6.27: The Satisfaction Level of the CDPs' Performance as Major Community Development Programme Run by the Provincial Government

	Frequency	Percent
Satisfactory	8	15.1
Average	21	39.6
Unsatisfactory	14	26.4
Do not know	2	3.8
Total	45	84.9
Missing	8	15.1
	53	100

The CDPs perform as a major community development programme run by the provincial government of Punjab. Table 6.27 shows the views of the study participants on performance satisfaction of the CDPs as a major development programme run by the provincial government. Most of the respondents view the work performance of the CDPs as part of the provincial government as average. It creates a sense that the performance is not unsatisfactory but also not satisfactory. In contrast, more than one quarter of the participants seem unsatisfied with performance of the CDPs. Only eight respondents find that the CDPs are performing in a satisfactory way. The overall results in the table do not support the CDPs work performance as major and a wide spread community development programme of the provincial government.

6.5 Problems and Needs of the CD Projects

The NGOs not registered with the Social Welfare Department also give their perceptions about major problems faced by the CDPs. This section includes results about financial, office management, staff training and NGOs registration problems of the CDPs. Additionally, it presents the CDPs' problems regarding working with NGOs

and direct interventions at the local level. The results also include factors behind a lack of awareness about the CDPs' work in the local communities.

Table 6.28: Financial Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=45)
Delay in funding for the CDPs	12	26.7%
Insufficient funding for the CDPs	31	68.9%
Insufficient funding for NGOs	35	77.8%
Low salaries of the CDPs staff	5	11.1%
Do not know	5	11.1%
	88	

The multiple responses in Table 6.28 present the perceptions of the participants about the financial problems faced by the CDPs. Of the 45 participants, 77.8% report that the CDPs do not have sufficient finances to fund the development projects of the registered NGOs. It agrees with the feeling that the CDPs are not provided with sufficient funding from higher authorities for NGOs. In addition to that, the CDPs face financial problems in the running of their own offices (68.9% of respondents). Although some respondents understand that due to delay in getting funding from higher authorities, smooth working of the CDPs is affected (26.7% of respondents). A few of the respondents consider that the CDP staff are paid low salaries, which affects the work performance of the offices. The overall results show that the CDPs face financial problems for both office management and development projects.

Table 6.29: Office Management Problems that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=46)
No proper building for the CDPs	27	58.7%
No proper office equipment for the CDPs	35	76.1%
No vehicle for staff movement	41	89.1%
Shortage of staff at the CDPs	16	34.8%
	119	

Table 6.29 informs us about the problems faced by the CDPs in carrying out good office management. Of the 119 multiple responses, a big majority points out that the CDPs are not equipped with their own transportation facilities for movement in the field (89.1% respondents). The DDOs and supervisors appointed at the CDPs visit the communities for NGO registrations, NGO performance assessments, direct interventions, community meetings, emergencies, etc. Additionally, proper office equipment is not provided to the CDPs by higher authorities, i.e., telephones, computers, stationery and furniture. According to 76.1% of the respondents, improper provision of office equipment creates an obstacle to the smooth working of the offices. It is evident from the results that the CDPs do not have their own buildings or proper buildings (58.7% of respondents). The CDPs lack staff to manage the offices' and field activities, which affects the performance of the offices (34.8% of respondents).

Table 6.30: Problems related to Staff Training affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=44)
No trained Deputy District Officer (DDO)	16	36.4%
No trained Supervisor	22	50%
No trained clerk	21	47.7%
No trained junior staff	17	38.6%
No major problem related to the training of the CDPs staff	7	15.9%
Do not know	7	15.9%
	90	

Table 6.30 presents the views of the participants about various problems faced by CDP offices concerned with the training of the CDP staff. The supervisors, who are second to DDOs in the management hierarchy of the CDPs staff, do not have proper training to carry out their jobs (50.0% of respondents). In addition, the participants find that clerical staff (47.7%) and lower staff (38.6%) at the CDPs are also not trained, which affects the smooth working of the CDPs. Of the 44 respondents, 36.4% understand that DDOs (head of the CDPs) are not trained. A few of the participants (7) do not see any problems faced by the CDPs related to staff training, while the same number of participants does not know about training problems. Apart from these 14 respondents, the rest of the 30 point out that there are untrained DDOs, supervisors, clerical and lower staff.

Table 6.31: Problems Related to NGO Registration that Affect the CDPs' Work

	Number of responses	Percent of respondents (N=45)
Too long and complicated registration process	32	71.1%
Noncooperation of NGOs during registration	5	11.1%
Noncooperation of higher authorities for in time registration	19	42.2%
Political pressure for registration	10	22.2%
No major problem faced by the CDPs related to registration of NGOs	6	13.3%
Do not know	7	15.6%
	79	

The results in Table 6.31 present the different problems related to NGO registration through the CDPs. Of the 45 participants, 71.1% indicate that the NGO registration process by the CDPs is lengthy and complicated. Furthermore, the higher authorities involved in NGO registration through the CDPs are not cooperative during the registration process (42.2% of respondents). According to 22.2% of the participants, people seeking NGO registration put political pressure on the CDPs and higher authorities for registration, which affects the performance of the offices. Noncooperation of people seeking NGO registration with the CDPs is seen as another reason that affects the smooth working of the CDPs (11.1% of respondents). Of the 45 respondents, 7 do not know about registration-related problems while 6 participants do not identify any problem affecting the CDPs' work. Overall, the results give a sense that the CDPs and higher authorities are understood to be responsible for NGO registration problems.

Table 6.32: Problems Related to Working with the Registered NGOs that Affect the Smooth Working of the CDPs

	Number of responses	Percent of respondents (N=48)
No routine progress report by NGOs	21	43.8%
No audit report of NGOs	28	58.3%
No field activities by NGOs	21	43.8%
No meeting attendance by NGOs	12	25.0%
No cooperation during emergencies by NGOs	10	20.8%
Political involvement in NGOs	2	4.2%
No contact with people in communities by NGOs	7	14.6%
No problem related to working with NGOs	9	18.8%
	110	

Table 6.32 presents 110 multiple responses about the problems faced by the CDPs while working with and due to registered organisations. The organisations registered with the CDPs do not submit their audit reports to the CDPs (58.3% of respondents). In addition to that, NGOs do not submit their routine progress reports on a regular basis in the CDPs (43.8% respondents). The same number of responses discloses that registered organisations do not have development projects or activities in communities. The CDPs mainly deal with NGOs and their performance is linked to the performance of organisations. If NGOs do not perform in community development, it affects the performance of the CDPs indirectly. The respondents also report that registered organisations do not participate in meetings called by the CDPs (25.0%), do not cooperate the CDPs in the events of emergencies (20.8%) and do not have interaction with people in communities (14.6%). Of the 48 participants, 9 find no problem for the smooth working of the CDPs related to registered NGOs.

Table 6.33: Problems Faced by the CDPs in Making Direct Interventions in Local Communities

	Number of responses	Percent of respondents (N=41)
The CDPs are not allowed officially	4	9.8%
Deputy District Officer does not want	20	48.8%
People in communities do not want	8	19.5%
NGOs create hurdles for the CDPs	5	12.2%
No problem to make direct contact by the CDPs with people in communities as NGOs are already working	14	34.1%
	51	

Table 6.33 presents the perceptions of 41 respondents about the problems faced by the CDPs concerning their direct intervention in local communities. It is worth noting that DDOs, the officers in charge at the CDPs, avoid making direct intervention at the grassroots level, as reported by the majority of the respondents (48.8%). Many of the respondents (34.1%) feel that the CDPs do not face any problems for intervening directly at the grassroots level. However, 19.5% of the respondents indicate that people in communities are not interested in community development and do not respond to the CDPs' direct contacts. The NGOs working at the grassroots level create obstacles for the CDPs trying to make direct contact with local communities (12.2% of respondents). According to 9.8% of the participants, the higher authorities do not allow the CDPs to interact directly with communities at the grassroots level, which affects the smooth working of the CDPs.

Table 6.34: Problems Regarding the Communities' lack of Awareness of the CDPs' work

	Number of responses	Percent of respondents (N=44)
Lack of finances for awareness	17	38.6%
Shortage of staff for awareness	23	52.3%
Policy matters	10	22.7%
Overpopulation	17	38.6%
No interest of people in communities	7	15.9%
	74	

The results in Table 6.34 show 74 multiple responses (perceptions) on the reasons for the community members' lack of awareness about the CDPs' work and services which affect their performance. The CDPs lack the staff to create awareness about the work of the offices in communities at local level (52.3% of respondents). Furthermore, respondents express the view that the CDPs are not provided sufficient funds to make the community members aware of the roles and work of the CDPs (38.6% respondents). The same number of participants point out overpopulation as a problem for the CDPs to aware communities which affects the smooth working of the offices. Policy matters including roles and limits of the CDPs do not allow to make communities directly aware of CDPs' work (22.7% of respondents). Policies, roles and limits for the CDPs' work are planned and decided by the higher authorities (Directorate of Social Welfare and Provincial Ministry of Social Welfare). Some of the participants (15.9%) feel that the people in the communities are not interested in knowing about the work of the CDPs' offices, which is something that also affects performance.

6.6 Suggestions for Improving the CDPs' Work

As mentioned in earlier chapters that last section of all the three questionnaires included open-ended queries. These open-ended questions required respondents' suggestions for improving the CDPs' performance. The results were drawn after categorization of open-ended responses on the basis of similar meanings and processed through SPSS. This section's results present various suggestions for the Provincial Ministry of Social Welfare, NGOs registered with the CDPs, local people and the DDOs in order to improve the CDPs' performance.

Table 6.35: Suggestions for the Provincial Ministry of Social Welfare for the Improvement of the CDPs' Performance

	Number of responses	Percent of respondents (N=37)
Provision of building	18	48.6%
Regular assessment of the CDPs working	10	27.0%
Provision of transportation	26	70.3%
Provision of office equipment	30	81.1%
More funds for the CDPs	21	56.8%
Funding for NGOs not registered with the CDPs	11	29.7%
Staff training	23	62.2%
Provision of more staff	16	43.2%
Make the NGOs registration process easy	17	45.9%
Make changes to widen the geographical coverage of the registered NGOs	11	29.7%
Awareness raising about the CDPs working	27	73.0%
	210	

Table 6.35 presents the suggestions of the participants for the Provincial Ministry of Social Welfare to help improve the performance of the CDPs. Of the 210 multiple responses, the majority recommends that the higher authorities should provide needed

office equipments (computer, telephone, furniture and stationary) to the CDPs for better functioning (81.1% of respondents). The second major suggestion for the provincial ministry is to create awareness of the CDPs' practices and services (73.0% respondents). Thirdly, higher authorities are advised to equip the CDPs with proper transportation to visit NGO sites, local communities and for other office activities (70.3% respondents). Of the 37 respondents, 62.2% stress the arrangement of training for staff appointed at CDPs to improve performance. According to 56.8% of the respondents, the higher authorities should provide more funds for CDP offices. The participants also guide authorities to provide proper buildings for the office set-up of the CDPs (48.6%). In addition to that 29.7% of the respondents recommend the provision of funding for development projects by NGOs not registered with the Social Welfare Department. These suggestions clearly mean that the Social Welfare Department funds only NGOs registered through the CDPs. As far as the NGO registration process is concerned, the respondents advise the ministry to pay attention to making the NGO registration process easy (45.9% of respondents). It is evident from results mentioned earlier in this and previous chapters that the NGO registration process has complications. Provision of more staff at the CDP offices is also recommended, according to 43.2% of the participants. A few of the responses guide the higher authorities to review legislation related to geographical coverage of the NGOs registered with the CDPs. They suggest a wider geographical coverage for the NGOs (29.7%). Some respondents also recommend higher authorities to evaluate the CDPs' work performance on the regular basis in order to make it better (27.0% of respondents).

Table 6.36: Suggestions for Registered NGOs for Improving the CDPs' Performance

	Number of responses	Percent of respondents (N=36)
Remain in contact with the CDPs	21	58.3%
Assist the CDPs to solve community problems	22	61.1%
Submission of NGOs reports to the CDPs	25	69.4%
Get trainings to run projects	16	44.4%
Regular NGO election	10	27.8%
Working for solution of community problems	12	33.3%
Aware communities about the CDPs working	21	58.3%
Coordination with NGOs not registered with the CDPs	18	50.0%
Inform the CDPs about community problems	6	16.7%
Inform higher authorities about working of the CDPs	5	13.9%
	156	

It is obvious that performance of the NGOs at the grassroots level affects the CDPs' performance indirectly. The NGOs registered with the CDPs are given various suggestions to improve the work performance of the CDPs as mentioned in Table 6.36. Of the 156 responses, 69.4% of the respondents express the view that organisations registered with the CDPs should submit their reports to the CDPs on a regular basis. These reports may include progress reports, audit reports and any project reports. The participants consider that the cooperation of the registered organisations with the CDPs for problem solution would improve the CDPs' performance (61.1% of respondents). In addition, the respondents also advise the organisations to keep in touch regularly with the CDPs (58.3% of respondents). The same number of responses indicates that registered organisations should make local communities aware of the working and services of the CDPs. According to 50.0% of the respondents, the organisations registered with the CDPs should develop coordination with NGOs that are registered with other departments. Indeed, these coordinations would strengthen the NGOs and the

CDPs as well. The representatives of the NGOs stress the registered organisations to gain training for their development project (44.4% of respondents). Some respondents emphasize that the organisations need to work practically for the solution of community problems at local levels (33.3% respondents). The suggestion results indicate NGO executive body election as another important factor affecting both the organisations and the CDPs. The respondents advise the organisations to conduct their executive body's elections according to the organisations' rules of business (27.8% of respondents). Few participants guide the registered NGOs to inform the CDPs about the problems existing in the local communities (16.7% respondents). Five respondents understand that the NGOs should report to the higher authorities about the services and practices of the CDPs for the purpose of enhancing performance level.

Table 6.37: Suggestions for the People in Communities to help Improve the CDPs' Performance

	Number of responses	Percent of respondents (N=30)
Contact with the CDPs	15	50.0%
Inform the CDPs about social problems existing in the communities	21	70.0%
Take guidance about problem solution from the CDPs	5	16.7%
Get awareness about services of the CDPs	13	43.3%
Inform the CDPs about the progress of NGOs	6	20.0%
Cooperate the CDPs for NGOs registration and verification	10	33.3%
Cooperate with the CDPs for problem solution in the community	12	40.0%
	82	

Table 6.37 presents suggestions from the study participants for people in communities to strengthen the CDPs' performance. Of the 30 respondents, 70.0% guide the communities to bring any social problems to the notice of the CDPs. It creates a sense that providing information about problems to the CDPs can make these offices actively work for solutions to the problems. In addition, 50.0% of the respondents suggest the

local people to remain in touch with the CDPs. The people in the local communities are also advised to become knowledgeable about the practices of the CDPs in their areas (43.3% respondents). A considerable number of the respondents (40.0%) guide the local people to cooperate with activities for problem solution initiated by the CDPs at the grassroots level. Also, the local communities should cooperate with the CDPs during registration of NGOs (33.3% of respondents). This could happen at the time when the CDPs approach the community members for verification of NGO registration cases. The respondents recommend the local people to report to the CDPs about the work, services and the progress of the organisations engaged in community development (20.0%). A few of the respondents suggest that local people should seek guidance from the CDPs for the solution of social problems existing in communities (16.7%). The majority of the results suggest that people in the local communities should make contacts with the offices, cooperate with them and seek guidance from them.

Table 6.38: Suggestions for DDOs to Improve the CDPs' Performance

	Number of responses	Percent of respondents (N=35)
Obtain trainings	22	62.9%
Remain in contact with NGOs	23	65.7%
Contacts with NGOs not registered with the CDPs	19	54.3%
Perform duties with honesty	5	14.3%
Awareness raising about the CDPs services in the communities	33	94.3%
Contact with communities	14	40.0%
Visit NGOs projects	20	57.1%
Conduct trainings for NGOs	15	42.9%
Guidance provision for NGOs registration	18	51.4%
Arrange trainings for NGOs not registered with the CDPs	12	34.3%
Awareness raising about community problems	10	28.6%
Launch direct development projects at grassroots level	11	31.4%
Inform higher authorities about the problems faced by NGOs	9	25.7%
Refer NGOs not registered with the CDPs for funding from higher authorities	5	14.3%
Report the CDPs progress to higher authorities	4	11.4%
	220	

The number of suggestions for the DDOs is higher in comparison to the number of suggestions for the Provincial Ministry of Social Welfare, registered NGOs and local people as indicated in Table 6.38. The suggestions for the officers could be discussed in three parts, i.e., suggestions related to CDP offices, related to the NGOs registered with the CDPs, and concerning NGOs registered with other departments. The majority of the respondents suggest that the DDOs should create awareness of the working and services of the CDPs in local communities (94.3%). They are also advised to raise awareness about problems prevailing in local communities (28.6% of respondents). Indeed, a high rate of awareness in communities would attract the local people towards the CDPs. Many participants (62.9% of respondents) stress the need for regular training for the

officers in order to make the CDPs' performance better. The DDOs are guided to make direct contact with local people (40.0% of respondents) and some respondents express the view that the officers should initiate direct development/welfare activities at the grassroots level (31.4% respondents). A few participants (14.3%) advise the DDOs to show professional honesty in providing their services at the CDPs. Four respondents understand that the DDOs should update the higher authorities on CDP progress. As far as suggestions regarding the registered NGOs are concerned, the major recommendation for the DDOs is to keep in contact with the registered organisations (65.7% of respondent). Many respondents advise them to visit the NGOs (57.1%) and also to make communities aware of NGO registration through the CDPs (51.4%). In addition, the results suggest that the officers should arrange training for registered organisations (42.9% of respondents). Some respondents suggest keeping the higher authorities informed of problems and issues faced by the NGOs (25.7% respondents). Besides suggestions related to the registered NGOs, the respondents also emphasize that the DDOs should develop contacts with the organisations registered through other departments (54.3% of respondents). Furthermore, they are guided to arrange training for these organisations (34.3% of respondents) and also to recommend funding for the development projects of these NGOs (14.3% respondents).

6.7 Conclusion

The NGOs not registered with the CDPs were taken as respondents to get a third party view about the CDPs' practices. Almost all the respondents were aware of the CDPs' services. The response rate from all 36 districts remained satisfactory as 53 NGOs responded. The number of male respondents was calculated as much higher than females. The age range of the majority of respondents was 31–50 years. Almost all respondents were literate, with college and university degrees and held key posts of

NGO president and general secretary. The work experience of most of the respondents ranged from 6 to 15 years in NGO sector. The most common registration periods for these NGOs were 1981–1990, 1991–2000 and 2001–2010. The number of NGOs working at provincial and national levels was fairly equivalent in comparison with the local and district level NGOs.

The respondent organisations gained awareness of the CDPs' work and services from the NGOs registered with the CDPs and also from the District Offices Social Welfare. About half of the respondents found the CDPs' population coverage to be more than 35000 people. Though many of NGOs not registered with the CDPs did not know about staff availability at the CDPs, a considerable majority observed a shortage of staff. They also emphasized the need to recruit more staff for the vacant positions. According to the majority of the respondents, the CDP staff were not trained to perform and needed refresher courses, training for the DDOs' roles, office management, NGO record maintenance, budgeting and project design training, respectively. The level of average and poor performance of the CDPs' staff was noticed as higher than good performance.

Although the majority of the respondents revealed that there is an awareness of the CDPs' NGO registration services among the community members, a considerable number do not feel that there is any awareness at the local level. They blame the CDPs for not raising awareness campaigns and also mention that the availability of other NGO registration options and a lack of interest kept people unaware of the CDPs. The major reasons for not obtaining registration through the CDPs were felt to be a lack of funding opportunities from the CDPs, complicated registration process and limited geographical coverage for the NGOs, respectively. Education, health, women's welfare and child welfare, respectively, were the main service areas of the respondent organisations. The respondents from NGOs not registered with the CDPs also revealed their thoughts on

the CDPs' roles during emergencies. During emergencies, the CDPs provided indirect services through the NGOs and direct services, respectively. The emergency services included the provision of goods, food items, counselling, blood donation, health, rehabilitation and tents. The cooperation levels of the NGOs were found as average, cooperative and very cooperative towards the CDPs' service provisions during emergencies.

Almost half of the respondent organisations used to participate in meetings and programmes arranged by the CDPs. The major agendas of these meetings/programmes included discussion of the NGOs' performance and needs, community problems and needs and emergency matters. The NGOs not registered with the CDPs found these offices had no power to take any action against the unregistered NGOs. The CDPs could only inform the higher authorities about the existence of the unregistered organisations in their areas. The development organisations were dealt with in authoritative and leading ways, as reported by the respondent organisations. The major problem of the NGOs registered with the CDPs was insufficient and no funding from the CDPs and private donors. The respondents revealed extra financial and unofficial burdens on the registered NGOs from the CDPs. The registered NGOs also faced problems due to very strict assessments by the CDPs, as well as limited geographical and service areas. The respondents mentioned more funding, wider geographical and service areas, and training as major needs of the NGOs registered with the CDPs. Most of the respondents viewed the relationships between the CDPs and the registered NGOs as informal and unsatisfactory.

The NGOs not registered with the CDPs experienced the CDPs direct interventions at the local level in both occasional and regular forms, respectively. The motivation for the direct interventions came mainly from local NGOs and people in the communities. The

nature of the CDPs direct contacts at the grassroots level included the initiation of development projects on the instruction of the higher authorities, service provision in emergencies, development projects on the advice of the NGOs, CDPs self-decided development projects and projects on the request of the communities.

According to the respondents, the CDPs dealt in an authoritative and a leading manner during their direct contacts with local communities. Besides that, the respondents found the local communities and local NGOs to be cooperative and very cooperative, respectively, towards the CDPs. The results reported that the higher authorities are the decision makers in planning and implementing the development projects initiated directly by the CDPs at the grassroots level. The role of both the CDPs and the local communities in decision-making was found to be very limited. The respondent organisations reported the CDPs' performance as part of local district government as unsatisfactory. The rating of performance as major community development programme of the provincial government emerged as average and unsatisfactory.

Although the respondent organisations were not the direct beneficiaries, they observed insufficient funding for the registered NGOs and CDPs and delays in funding for the CDPs as major financial difficulties of the CDPs. They found the lack of availability of office vehicles, staff shortage and a lack of proper office buildings, respectively, as important office management problems for the CDPs. In comparison to the untrained DDOs, the lack of training for the lower staff was the larger problem affecting the CDPs performances. According to the respondents, the CDPs performance was affected by the complicated and lengthy NGO registration process and noncooperation of the higher authorities for registrations. However, the findings indicated that the registered organisations did not submit their audit reports and progress reports or launch any development activities which influenced the CDPs' performances. The respondent

NGOs mentioned the DDOs as responsible for any barriers for the CDPs direct interventions at the local level. Shortage of staff, lack of finances and overpopulation, respectively, were factors hindering the creation awareness of the CDPs.

Besides the provision of more staff, awareness of the CDPs, access to vehicles, office equipment, office buildings and staff training, the respondents also suggested that the Provincial Ministry of Social Welfare should provide an easier NGO registration process and funding for the NGOs not registered with the CDPs. The respondent organisations suggested that the NGOs registered with the CDPs should submit regular reports, assist the CDPs in solving problems, remain in contact with the CDPs and create awareness of the CDPs. In addition, they should coordinate with the NGOs not registered with the CDPs. According to the respondents, the local people should inform the CDPs about community problems, make contact with the CDPs, become aware of the CDPs services and cooperate with the CDPs to solve problems. The respondent NGOs not registered with the CDPs made various suggestions for the DDOs to enhance the CDPs' performance. They advised the officers to create awareness of the CDPs' services, remain in contact with the NGOs, get regular training and visit NGO development projects. Other major suggestions included DDO contact with the NGOs not registered with the CDPs and the provision of guidance about NGO registration through the CDPs.

DISCUSSION

7.1 Introduction

This chapter discusses the major results of the previous three results chapters. The views of the all three respondents (DDOs, registered NGOs with the CDPs and organisations registered with other government departments) on CDPs will be combined, analysed and discussed in this chapter. The discussion and arguments mainly focus on the findings about the working practices, problems and needs of the CDPs. The chapter discusses the CDPs' office set-up, respondents' information, CDP coverage, office management, staff availability, staff training and staff performance. NGO registration through the CDPs and the process used for CDP interactions with and facilitation of NGOs are also discussed. This chapter discusses the role of CDP during emergencies, direct intervention at the grassroots level and the authority of CDPs to interact with registered, unregistered and nonfunctional NGOs, and for planning and decision making. The methods used by CDPs for dealing with local people and NGOs is also an important part of the discussion. Lastly, this chapter describes the major problems and needs of CDPs and suggests ways to enhance the work performance of these offices.

7.2 Respondents' Information

The results of the previous three results' chapters indicate a satisfactory response rate from all three types of respondents from all 36 districts of Punjab Province. This shows a similar level of participation in both small and large populated areas, which indicates that the self-administered questionnaire scheme adopted in the study has been successful.

7.2.1 Gender Imbalance

The number of female DDO respondents is very low compared to the numbers of males: four times more male officers than females responded. The dominance of males at CDPs is contrast with the management set-up of CDPs during the 1950s and 1960s (shown in Figure 2.1). The figure shows that one male and one female officer were appointed to every CDP office. There is a strong argument that the presence of fewer female officers at CDPs may affect the participation of women in NGOs and overall community development process. The low number of female respondents from respondent NGOs also supports this argument. Study results clearly show that women have not been given important executive body designations in respondent organisations. They hold the designations with no or less role in decision makings. As mentioned in literature, many efforts have been made for women's rights and their involvement in social development sector. The voices for women' rights and participation has been raised mainly by the civil society organisations (human rights organisations) rather than solid government initiatives. One the other hand, socio-cultural and religious factors always resisted women's participation in outdoor especially social development activities. Sen (1999) stressed on concept of freedom for a real development while women are not given due rights in respondent organisations fundamental for development. Although, local and international organisations and now government also are working for women's participation in all spheres of life. It is not an easy task and will take time. Gender imbalance in this study is not an encouraging trend especially in community development but it is a real picture which could be helpful for improvements in future.

7.2.2 Work Experience of DDOs at the CDPs: their Qualifications and Workload

Currently, young DDOs (20–40 years) form a large majority of the officer staff at CDPs. The time in service for most officers is 1–5 years, i.e., most DDOs are young and

have 5 years work experience or less at CDPs. This is the result of new appointments of DDOs being made by the Provincial Social Welfare Department after 2000. Another reason for this may be the transfer of DDOs from one to other institutions within the Department of Social Welfare. In addition to CDPs, many other institutions work under the Social Welfare Department i.e., medical social services projects, rescue homes, industrial homes and negehban centres (Centres for homeless children). The higher authorities of Social Welfare can transfer an officer appointed to a CDP office to a medical social services project and vice versa. Officers, including DDOs, in the Social Welfare Department are recruited in a similar way using similar advertisements. Therefore, it is possible older DDOs (41–60 years) can also have 1–5 years' work experience owing to interdepartmental transfers. Although the interdepartmental transfers expose the officers to different types of social welfare institutions, these transfers affect the smooth working of CDPs.

Most common academic qualification for officers is a master's degree, which is satisfactory as officers in such posts should be highly qualified in the relevant field. The Directorate of Social Welfare takes an appropriate stand in recruiting DDOs who hold master's degrees in Social Work, Sociology, Rural Sociology or Anthropology. Some respondent DDOs only held bachelor degrees. However, there may be explanations justifying recruiting officers with bachelor degrees. First, some DDOs were appointed a long time ago, before the requirement for master's degrees. Second, some DDOs may have been appointed as supervisors at CDPs and were promoted to DDOs after a certain period. Third, it is possible that some supervisors have been given the extra responsibilities of DDOs at CDPs due to there being vacant DDO posts.

This is not mere supposition, but is supported by the results of this study, which show that more than a quarter of DDO posts are currently vacant, and that in these cases extra

responsibilities have been given to supervisors or other officers. The question regarding the current designation of officers was included to enable an analysis of the workload of DDOs and the number of current vacancies. Many DDOs appointed at the CDPs have been given additional charges of other institutions, and some officers appointed to other institutions have been given the responsibilities of DDOs. It is not easy for DDOs who have also been put in charge of other social welfare institutions to perform effectively in both offices. Similarly, the officers appointed to other institutions cannot manage CDPs matters effectively in addition to their normal duties. In other words, the additional responsibility is actually an extra burden which may affect the smooth working of the offices.

7.2.3 Participant NGOs Information

As the main focus of this discussion is the working practices, problems and needs of CDPs, it is not necessary to discuss the gender, age, qualifications and work experience of the representatives of NGOs registered with CDPs and non-CDP-registered NGOs. However, details of the personal profiles of the representatives of respondent NGOs were presented in Chapter Five and Chapter Six.

Voluntary organisations were involved in various types of welfare activities even before the creation of Pakistan (Khalid, 2006). Although pilot CDP offices started working at the grassroots level in 1954, they did not have the authority to register NGOs. At that time, CDPs were directly engaged with people within communities and councils formed at the local level (Ahmed, 1963). A remarkable change in the method of establishing NGOs was witnessed after 1961, when CDPs started registering NGOs under the Voluntary Social Welfare Agencies (Registration and Control Ordinance), 1961. Most of the participating organisations were registered through CDPs during 1991–2010. Similarly, the registration rate of NGOs registered with other government departments

remained high during 1981–2010. During that period, international funding opportunities and liberal government policies created a favourable atmosphere for NGOs to register and work. The results of this study seem to be in agreement with the literature in that the number of NGOs registered with the CDP offices was 2182 in 1985 (Directorate General Social Welfare Punjab, 1985), 5216 in 2007 (Punjab Social Services Board, 2007) and nearly 6000 in 2010 (lists provided by CDP offices). The Societies Act of 1860 was major registration legislation for NGOs not registered with CDPs.

A comparison of the geographical coverage of both types of NGOs shows a large difference between them. The majority of organisations registered with CDPs work at the local and district level, except for a small number that work at the provincial and national level. In contrast, NGOs that are not registered with CDP offices can provide community development services covering district, provincial and national geographical boundaries. This may be one of the major reasons that NGOs get registered with agencies other than CDPs. The other registration laws (The Companies Ordinance of 1984, The Societies Act of 1860, The Trust Act of 1882 and The Cooperative Societies Act of 1925) seem to be more flexible regarding the geographical coverage of organisations, as has also been pointed out by Saeed (1999). The higher authority of the Social Welfare Department must consider this fact and allow a wider range of geographical coverage for NGOs registered under the Voluntary Social Welfare Agencies Registration and Control Ordinance of 1961.

7.3 CDP Office Information

7.3.1 Establishment and Population Coverage of the CDPs

Both the literature and the results of this study agree that the 1965–1980 period was the most successful period in the establishment of CDPs. Unfortunately, no new CDPs have

been set up since then, despite a rapid population increase. The population of urban Punjab in 1981 was 13,051,646, reaching 23,019,025 in 1998 (Population Census Organization, undated). The introduction of the other community development forms (institutions) may be one of the reasons behind the static growth rate of CDPs. Currently, as reported by all three types of respondents, CDPs have to cover population sizes of more than 35,000. The heavy population coverage and staff shortages definitely affect the performance of the projects in different ways. It seems a difficult task for a CDP to register new organisations and deal with those already registered, as the results indicate that the majority of organisations were registered after 1980. Having these problems, it seems very difficult for a CDP to initiate other community development activities and make direct interventions in local communities. The results of both types of NGO respondents indicate a reduced role for CDPs in awareness creation about the services of projects, compared to the roles of District Offices Social welfare and NGOs. This could also be linked to CDP staff shortages and the heavy population coverage.

However, the continued presence of the CDPs in the Punjab Province indicates the need for and the importance of these projects. It could be argued that ensuring the sustainability of CDPs, the oldest government-run development programme, requires an assessment of the services provided by CDPs and the workload, staff and the needs of CDPs by the authorities.

7.3.2 Staff at CDPs

Besides the heavy population coverage, CDPs also face problems due to staff shortages. All three types of respondents (DDOs, NGOs registered with CDPs and NGOs not registered with CDPs) describe vacant posts at CDPs. Several responses of DDOs mention that all levels of staff positions at CDPs are vacant including DDOs, male supervisors, female supervisors, junior clerks and Naib Qasids (office assistants). When

there are staff shortages, CDPs are not capable of providing community development services i.e., NGO registration and assessment, and direct interaction with people at the grassroots level and with organisations and emergency services. A government ban on recruitment and a lack of finances appear to be the major reasons for the vacancies. NGOs, as direct clients of CDPs, emphasize the importance of staff recruitment. Besides the heavy population coverage and vacant DDO posts, a shortage of junior staff also affects the performance of CDPs. Indeed, effective office management depends mainly on staff availability and therefore the absence of a member of staff at any position affects the overall staff performance.

The Provincial Government arranges different types of training for CDP staff (Government of the Punjab, 1990). Almost all respondent officers claimed to have received training on their roles and responsibilities, office management, budgeting and NGO record maintenance, and attended refresher courses also. In addition to the Provincial Directorate of Social Welfare, private organisations, local district governments and District Officer Social Welfare also arrange staff training. The respondent DDOs consider the amount of post recruitment training to be satisfactory. In contrast to the claims of DDOs, the majority of the respondent from both types of NGOs finds CDPs staff to be insufficiently trained to perform their jobs adequately. This does not mean that staff is not trained at all, but may indicate that they received training only once or twice or a long time ago. The representatives of both types of NGOs and DDOs identify training needs for CDP staff on their roles and responsibilities, office management, budgeting, project designing, refresher courses and NGOs record maintenance. A high response rate on the training needs of staff sends a clear message that government authorities and private training organisations should take the necessary steps to correct training deficiencies.

A detailed analysis of the results on staff performance ratings was very interesting. Although most officers claimed that CDP staff performance was ‘good’, the average work performance reported by a one third of the DDOs should not be ignored. In contrast, NGOs rated CDP staff performances as average, poor or very poor. As a major stakeholder in the community development process with the CDPs, the opinion of NGOs should not be ignored. These organisations deal with CDP staff on a regular basis and are in a good position to judge their performance. The average and poor rating of staff working could be a result of fewer offices, staff shortages and a lack of staff training. The set-up of new CDPs, staff provision and staff training are direct concerns of the Department of Social Welfare. It is interesting that every CDP was equipped with two officers (one male and one female) during the first few decades when the population coverage was 35,000 people or less. The performance of CDPs remained satisfactory due to close links to local communities. However, it is possible that the performance of CDPs and their staff should be questioned owing to the reduction in direct contact between the CDPs and local people.

7.4 Registration of and Working with NGOs

7.4.1 NGO Registration Process Through CDPs

Although the CDPs’ NGO registration services are known in local communities, as all three types of respondents report, many of the respondents, especially NGOs, report a lack of public awareness. Different reasons for the lack awareness were suggested by DDOs and respondent NGOs. The DDOs do not seem to think that the CDPs or other government authorities were responsible for the lack of awareness among local people. Rather, their view is that people within the communities are not interested in finding out about the registration roles of CDP offices. In contrast, both types of NGO respondents claim that CDP offices do not make people in local communities aware of NGO

registration through their offices. It is natural that not all people know or feel it necessary to find out about the CDP registration services. Another understandable reason is that local people might be more interested in using other NGO registration departments and authorities instead of CDPs.

The results seem agree with Baig (2001), Mufti (2001) and Saeed (1999) who observe that there are complications in NGO registration process. The major reason for not obtaining registration through CDPs is the complex registration process. Other reasons include their limited geographical coverage and a lack of proper guidance from CDP offices. CDP offices register NGOs under the Voluntary Social Welfare (Registration and Control) Ordinance, 1961, which allows registered organisations to expand their work to mainly include the district level (Saeed, 1999). The reasons given by representatives of NGOs that are not registered with CDP offices seem genuine, as the geographical coverage of CDPs has been described previously. In this connection, one drawback is the variation in the guidelines, restrictions and facilities provided by different NGO registration departments. As a result, people seeking NGO registration choose the most flexible and lenient registration provider with the easiest system, which the CDPs are not. United Nations Development Programme (UNDP) motivates local communities for establishment of local NGOs in Pakistan (United Nations Development Programme, 2011). This motivation could impact CDPs in both ways. First, such organisations follow donors' instructions instead of CDPs. Second, it is helpful to aware grassroots people to get NGOs registration through CDPs.

It is a healthy sign that the community members themselves approach the CDPs for NGO registration, as reported by both the DDOs and NGOs. It would be unfair to think that local people are not aware about the CDPs' registration services. The CDP staff initiatives for NGO registration are also satisfactory, but the amount of help they give

could be improved. However, it is clear that people seeking NGO registration do contact the registration authorities (CDPs or other NGO registration departments). As far as the CDP assistance for NGO registration are concerned, verbal guidance and registration forms are provided. Respondent NGOs point out that CDPs fail to provide printed guidance (pamphlets and brochures) about the registration process in a satisfactory way and do not make field visits in all cases. The main reasons for these failings could be a lack of resources and staff shortages.

The cooperative attitude of people seeking NGO registration towards CDPs provides support for the registration process. Both DDOs and registered NGOs agree that most people remain in contact with CDPs and follow their registration guidelines. In addition, some DDOs and NGOs also report that some people seeking NGO registration use their contacts to apply political pressure to CDPs. This finding supports the view of Saeed (1999) that some people have contacts within the registration authorities that can help with NGO registration. This finding does not seem unusual in the prevailing culture in Pakistan, and similar complaints have been made regarding almost all departments. Sometimes people are in a hurry to obtain their benefits and use unfair means to influence government departments. However, delays and a lack of cooperation from the departments encourage people to use whatever influence they may have.

Another credit should also be given to the CDPs that most of registered NGOs design their working objectives according to the guidelines of the CDPs and the problems and needs of the grassroots communities. All registration laws, including the Voluntary Social Welfare (Registration and Control) Ordinance, 1961 provide guidance to organisations working in a range of different fields or with different objectives, and organisations are liable to state their objectives and roles at the time of filing for registration (Akbar, 2010). The level of consistency and high consistency of NGOs'

objectives with CDPs' guidelines and community needs is higher than less or no consistency. This leads to an understanding that CDPs guide organisations to design their working objectives in accordance with both the registration law and the community's needs and problems. But, the results about inconsistent objective of the NGOs can not be ignored. According to The Nation (2009), a proposal was discussed in a meeting of the National Assembly's Standing Committee to amend NGO registration laws due to NGOs failing to practice according to the guidance of registration departments. Saeed (1999), referencing a survey conducted by Punjab University, Lahore, also mentioned that NGOs are involved in activities that violate their registration obligations and promises. The results of this study show that both the registration authorities and the NGOs are responsible to some extent. The registration authorities (i.e., the CDPs) are responsible for verifying the consistency of the NGOs' objective at the time of registration and the NGOs are responsible for following the guidance on objective setting.

The performance of CDPs in verifying the NGO registration cases seems to be satisfactory. Both the DDOs and the respondent organisations recognize the services provided by the CDPs, including file reading, office verification, NGO membership verification and NGO bank account verification during registration processes. About half of the respondent NGOs do not report the site visits to NGO offices during registration verification, and a few (fifteen) even negate any verifications for NGOs registration. These results have led to the CDPs experiencing a lack of transport resources, staff shortages and even ineffective working practices. The results of this study clearly indicate the key role of DDOs in the NGO registration verification process. The involvement of junior CDP staff in the verification process is definitely under the instruction of the DDOs. It is obvious that the DDOs are incharge at the CDPs and that all registration cases are verified and signed off by them.

Long time taken to complete the NGO registration process is a valid criticism of CDPs and reducing this will be challenging. The respondent NGOs report that registration can take three months or longer and most DDOs admit that this is too lengthy. In addition, the most NGOs find the process complicated. The NGO registration process was previously recognized as being complicated, and a bill was proposed in the Senate in 1996 for extending the NGO registration period (Mufti, 2001). That bill specifically addressed NGO registration through the CDPs under the Voluntary Social Welfare (Registration and Control) Ordinance, 1961. It suggested extending the registration period from one month to three months, but this was rejected by the NGOs. The length and complexity of the registration process could be a result of heavy documentation, CDP staff shortages, a lack of training for CDPs staff, a lack of guidance from registration authorities, a lack of awareness in people seeking NGO registration and delays from the higher registration authorities. Although earlier results showed cooperation of the CDPs during the NGO registration process, the lengthy registration process raises a question about the CDPs' performance. It could be argued that people seeking NGO registration prefer the more lenient and quicker registration processes over the complicated, strict and lengthy registration process of the CDPs.

7.4.2 CDPs Dealing with Registered NGOs

Most respondents report that CDPs provide counselling and guidance facilitation to the registered organisations. The provision of these services by the CDPs is acknowledged by the respondents NGOs also. As far as funding assistance for registered NGOs was concerned, the respondents had different views. The DDOs claimed that CDPs provide funding and legal aid for registered organisations, but much fewer NGOs agreed with this. It was understood from these discussions that CDPs in themselves are not in a position to provide large, regular development grants to NGOs. Asian Development Bank (2009) states that people wish to register their organisations with the Social

Welfare Department (i.e., with CDPs) under the Voluntary Social Welfare (Registration and Control) Ordinance, 1961 in order to access funding from provincial social welfare departments. Undoubtedly, the NGOs expect help in obtaining funding from CDPs, but they are not fully aware about the funding policies, rules and criteria. However, the DDOs report weak financial conditions or authorities of the CDPs. Most of the time, the role of CDPs is only to recommend registered NGOs for funding from private donors. In connection with this, the results of this study indicate that registered organisations request direct funding and guidance about funding from CDPs. Besides their funding requirements, NGOs approach CDPs for different kinds of training, including record keeping, project proposal writing, office management and programme management.

It seems a healthy sign that CDP remain in contact with the registered organisations. The two main ways of interacting are reported to be NGO site visits and by telephone. In addition, CDPs use other methods, including letters, face-to-face meetings and emails. An important point is the absence of any contact between CDPs and registered NGOs, which was mentioned by 40 (9.8%) respondent NGOs. Although the number of reporting NGOs was not large, this raises a question for CDPs. NGOs play a liaison role between CDPs and the local communities. If NGOs are not contacted by the CDPs, then the communication gap could affect both the performance of CDPs and the overall development process. Another contradiction between the views of DDOs and NGOs is about the meeting schedules arranged by the CDPs. Most DDOs claimed that monthly meetings take place, while NGOs reported that meetings are rare and 63 NGOs deny that meetings take place at all. Possible reasons behind the lack of meetings could be the large number of registered organisations, staff shortages at the CDPs and the unsatisfactory performance of CDPs. Alternatively, there may be a lack of noncooperation from registered NGOs. It is easy to understand that inactive registered NGOs may ignore meetings called by the registration authorities.

According to non-CDP-registered NGOs, CDPs invite NGOs that are registered with the other departments to have meetings with them. This does not mean that the CDPs invite these NGOs to all meetings. Despite some contradictions, all three respondents stated that CDP meetings are conducted to discuss NGO working at the grassroots level, the needs of NGOs, new programmes or projects for registered NGOs, any emergency matters, the problems and needs of local people, NGO training and the practices of the CDP offices. The working practices of the CDPs are rarely discussed with NGOs, which are key actors providing community development services at the grassroots level and liaise between CDP offices and communities.

The CDPs allow the registered organisations to provide many types of services in development projects at the grassroots level. The results show that officers and registered NGOs hold similar views about the service areas. The major working fields include education, women's welfare, health, child welfare, youth welfare, patient welfare, disabled welfare, sanitation, widows'/orphans'/homeless people's welfare, old people's welfare, environment, coordination with NGOs, awareness about social problems, recreation services, family planning, vocational training, community centre services, juvenile justice, coordination with NGOs and sewerage services. These findings agree with previous studies that nearly half of the NGOs in Pakistan are engaged in the education sectors (Asian Development Bank, 2009; Baig, 2001; Naviwala, 2010).

The major working fields of NGOs not registered with CDP offices are education, health, women's welfare, vocational training, child welfare, youth welfare, sanitation, family planning, environment, sewerage services, awareness about social problems, disabled welfare and old people's welfare. It is clear that organisations registered with CDP offices are allowed to work in various service areas and the list of service areas

seems wider than that of organisations registered under the other registration laws. It can be argued that the NGOs registered with the CDPs do not face too much problems to choose service areas.

According to the NGOs, the CDPs assess organisations' performance mainly through submitted audit reports, while DDOs claim that they make NGO site visits for evaluation. Other assessments include NGO visits by junior CDP staff and progress reports. It is worth noting that the amount of research in this area is very low. Even so, the respondent NGOs deny that any research work is carried by CDPs. In addition, it may be concluded that CDPs are not in an ideal position to conduct research, as this would add an extra burden to the already limited numbers of untrained staff. A considerable number of NGO representatives state that CDP offices do not measure NGOs' work performances. The NGOs make a very strong argument that the performance of CDP in assessing NGO is unsatisfactory. When there is little or no assessments of NGOs, CDPs cannot provide proper development services, as these indirectly depend on the organisations.

7.4.3 The Role of CDPs during Emergencies

The CDPs have a key role during emergencies in communities. The majority of all three types of respondents acknowledges that CDPs have an effective role during emergencies. Being a government-run office, CDPs follow the instructions of the higher authorities during emergencies. On the basis of the results obtained, it seems clear that the CDPs perform adequately according to the situations during emergencies. They perform indirectly through the organisations, assist higher authorities and other department engaged in emergency areas and also provide direct services.

The CDPs mainly collect different goods and food items needed for people in emergencies. They also focus providing health services, rehabilitation, counselling,

blood donation facilities, tents and shelters for affected communities in emergency areas. The higher authorities involve the CDPs in relief activities during any emergencies because they have direct links with local level organisations and communities. It is very easy to mobilize the necessary community resources through CDPs and NGOs during emergencies.

NGOs appear to be either cooperative or very cooperative towards the CDPs when engaged in providing emergency services. Naturally, the CDPs depend on and make contact with local level organisations for assistance in emergencies. It is shown in the results sections that the majority of the NGOs registered with other departments report an average cooperation level of NGOs towards the CDPs.

7.4.4 Mode of Operation of CDPs

The role of the CDPs in cancelling NGO registration is critical. It is very clear that CDPs have a very limited or no authority to cancel NGO registration. CDPs can make recommendations to higher authorities that such actions should be carried out and it is definitely possible to do this if there are strong enough reasons. This does not mean that CDPs do not have an important role in cancelling NGO registration. The results show that higher authorities rarely cancel registrations without recommendations from the CDPs. many respondent NGOs are unaware that CDP offices can make recommendations about cancelling registration. This may be due to the fact that registration cancellation is only done very rarely and that NGOs are not interested in finding out about this. The officer respondents seem very clear about their limited authority to cancel registration, while many NGOs think that DDOs have the authority to cancel NGO registration. It seems that CDPs fail to educate NGOs and local communities about working and authorities of their offices. Freire (2000) emphasizes problem-posing education style which takes people out from oppression and leads them

towards awareness and creativity. The adoption of problem-posing education style by the CDPs could be suitable and helpful to educate local communities for problem solution.

A lack of funding or resources and a lack of NGO management in development projects can make registered NGOs non-functional; these reasons are usually linked. If there is a lack of funding/resources, the personnel of NGOs lose interest in running the community development projects. The respondent NGOs mention that the failure of CDPs to guide organisations properly causes them to become nonfunctional. If NGOs become nonfunctional, the CDPs report this to the higher authorities. They may also try to provide guidance to these organisations, if required. A third option is for the CDPs to hand over the projects of nonfunctional NGOs to other active organisations. CDPs seem to have limited authority and must follow the instructions of higher authorities when dealing with nonfunctional organisations.

Asian Development Bank (2009), states that obtaining registered status under any registration authority is essential for organisations to fulfil their legal obligations and Akbar (2010) also views the registration of NGOs as obligatory. In cases where nonregistered NGOs are working in communities, the role of CDPs is limited to informing the higher authorities. Both officers and NGOs agree that CDP offices do not have the authority to deal with nonregistered organisations. Although some of both DDOs and registered NGOs state that CDPs can stop nonregistered organisations from working and fundraising, multiple responses clarify that this is done only after receiving the instructions of higher authorities. Many participants from both respondent organisations think that the CDP offices have the authority to take actions but remain silent. However, DDOs make it clear that they have no authority to take action against unregistered organisations.

The results about the interactions of CDPs with registered NGOs are very interesting. The role of CDPs seems to be participative, but in a dominant way. The officers admit the dominance of CDPs during their participation in any activities. They also report the leading role of NGOs. In contrast, respondent NGOs state that CDPs have participative, leading and authoritative roles. The authoritative style used by CDP offices to interact with the organisations clearly indicates a top-down community development approach. Although officers do not recognize that they interact with organisations in an authoritative manner, the fact that they tend to lead the interactions also indicates a top-down approach.

Another contradiction is seen in the differing views of officers and representatives of organisations about the nature of the relationship between CDPs and NGOs. According to DDOs, the number of formal and satisfactory relationships is higher than the number of informal and unsatisfactory relationships. In contrast, NGOs reported that there are more formal and unsatisfactory relationships than informal and satisfactory relationships. Besides their different perceptions regarding formal and informal relationship, it is important to notice the different opinions of DDOs and NGOs about the level of satisfaction. The unsatisfactory nature of their relationships could be linked to the authoritative and the leading role taken by the CDPs towards NGOs. However, the high satisfaction rating indicated by officers favours their participative roles but there are questions about their authoritative roles. This suggests that officers favour CDPs taking authoritative roles in dealing with organisations, while NGOs feel dissatisfied about the authoritative and leading roles taken of the CDP offices.

Both types of respondent NGOs considered the lack of or insufficient provision of funding from CDPs and private sources as major problems for registered NGOs. It is possible that receiving little or no funding from CDPs negatively affects the community

development activities of registered organisations. Asian Development Bank (2009) states that only organisations registered with CDPs under the Voluntary Social Welfare (Registration and Control) Ordinance, 1961 can access funding from the Provincial Social Welfare Department. The findings of this study show that besides providing funding to registered organisations, CDPs also place a financial burden on them and engage their services in extra, unofficial tasks. It is possible that the CDPs give registered organisations extra assignments during relief work during emergencies. Another major problem for NGOs is their limited geographical coverage. In addition, strict assessment is also perceived to be a problem that affects the performance of organisations registered with CDPs.

The major need of NGOs registered with CDP offices is funding, which is mainly provided by CDPs and also from private donors. Although organisations need funding for their community development projects, they are also blamed when there is a lack of welfare and development activities on the ground (Saeed, 1999; The Nation, 2009). Other needs of NGOs include training in project designing, expansion in geographical and field coverage and developing interactions between NGOs and the Ministry of Social Welfare. The needs of registered NGOs highlight the weak financial, management and legislative capabilities of the CDPs, which demands a review of their policies.

7.4.5 Direct Interventions of CDPs at Grassroots Level

At the time of their initiation, CDP offices worked directly with local communities. Many changes in their working styles have since been brought about. Both the literature and the results of this study indicate the breakdown of strong direct bonds between CDPs and local communities. Insufficient CDPs, staff shortages and the induction of NGOs into local level development have affected direct interventions by CDPs. Even

so, DDOs claim that they have regular direct contact at the grassroots level according to permissions from the higher authorities and sometimes the DDOs themselves make the decisions for direct interactions. Sometimes, they intervene in communities at the request of local people and also on the recommendation of NGOs. In contrast to the views of DDOs, both types of respondent NGOs report only occasional direct contact of CDPs with local communities at the specific instructions of the higher authorities. They also seem to agree that the CDPs intervene on request and advice of the communities and local organisations. A small difference of opinion is seen between DDOs and the respondent NGOs on the nature of direct contact by CDPs at the grassroots level. The NGOs observe the CDPs within the local communities during emergency relief activities, while DDOs claim to frequently launch direct development projects with the instruction of the higher authorities and also to contact directly for NGO registration process. DDOs do not deny their interactions during emergencies. It is more or less correct that CDPs make direct contacts at the local level at the instruction of higher authorities, at the request of local people and NGOs, and on their own initiative to launch development projects, assist during emergencies, register NGOs, meet local people and assess the needs of communities and the performance of NGOs. Despite the many problems, CDPs have to maintain a direct link with local communities one or another.

The mode of operation of CDPs during direct contact with communities and NGOs was an important question of this research project. Again, as indicated earlier, the results show that CDPs perform participative and leading roles. Both types of respondent organisations also report the authoritative role taken by CDPs at the local level. It is very clear that the working style of CDPs is the top-down community development approach. Although DDOs state that they adopt a bottom-up development approach, following community members, both organisations disagree with this.

During their direct interactions at the grassroots level, CDPs receive a welcoming response from both local communities and local NGOs. It is fact that underdeveloped or developing countries like Pakistan need external resources and help to solve their problems. In the case of external or government assistance, local organisations and communities cooperate in the welfare and development activities. Therefore, it is natural, as illustrated by the results of this study, that CDPs obtain cooperation from the local communities. The rate of average cooperation and noncooperation is very low.

7.4.6 The Authority of CDPs during Direct Intervention at the Local Level

The Higher authorities, including the Provincial Directorate of Social Welfare, Executive District Offices of Community Development and District Offices of Social Welfare have a more dominant role in planning the development projects to be initiated by CDPs at the local level. Both types of respondent NGOs seem to disagree with DDOs that local communities are the major planning and decision-making authorities for development projects. The DDOs report that the Provincial Directorate of Social Welfare and the district officers have more authority than the CDPs. In contrast, the registered NGOs consider DDOs to be more authoritative in planning and making decisions about direct development activities. NGOs that are not registered with CDPs consider the DO Social Welfare to be the main authorities. These findings could be used to verify the roles of CDPs and higher authorities, especially in the local community development process. In addition to the role of local communities, CDPs also seem to have restricted in planning and implementing development projects. The higher authorities are the more powerful stakeholders, although they are not directly connected with the local communities and NGOs; all three stakeholders, including the CDPs, NGOs and beneficiary communities are less important. The self-determination and participation principles of community development seem to be ignored. As a result, the powerless CDPs are not in a position to perform effectively. It is obvious that the

majority of all three types of respondents considers that top-down community development being practised through the CDPs. Sen (1999) discussed freedom as a fundamental component to real grassroots level development. Unfortunately, these findings indicate unfreedom conditions for both local communities and NGOs and the CDPs. Without having any say from local communities and their maximum participation in planning and decision making, real development goal could not be achieved. Similarly, CDPs need freedom to deal with NGOs and local communities regarding any development projects. This responsibility lies with higher bureaucratic authorities to transfer powers at the lower level and free the CDPs and local communities for better development results. Here, critical consciousness as discussed by Paulo Freire is also needed all levels. If the grassroots communities and NGOs are not mobilised through problem-posing education as guided by Paulo Freire, they can not reach at critical consciousness level. The role of CDPs is very important to educate the NGOs and local communities where they could feel freedom and reach at a higher level of consciousness.

7.4.7 The Performance of CDPs

The higher authorities mainly evaluate the performance of CDPs from the ACRs submitted by all CDP staff. One reason for this is that ACRs are compulsory official reports made in all government departments, including the Social Welfare Department. In addition, DDOs and registered NGOs agree that the performance of CDPs is assessed by the audit and progress reports they submit to the higher authorities. The senior officials also make site visits to CDPs. These visits may be to the CDPs offices, as well as the development projects of CDPs and NGOs. The amount of evaluative research being done in this area is very low and unsatisfactory. No comprehensive research has been undertaken after 1970, as previously mentioned. Thus, this study has been conducted to fill the research gap. Performance and need assessment research should be

undertaken on a regular basis to enhance the effectiveness of CDPs. Many NGOs and even a few DDOs state that no assessment is made, which is really an unsatisfactory sign.

Currently, CDPs mainly work under the provincial and local district governments. The overall performance of CDPs as part of both governments is rated as satisfactory and highly satisfactory. However, the high number of average performance responses from both types of NGOs raises questions. The majority of NGOs registered with other departments report unsatisfactory performance of CDPs as part of the local government. It is not wrong to link this average and unsatisfactory performance rating with earlier results, specifically regarding authoritative and leading attitude of the CDPs, staff shortages, lengthy registration process and lack of funding to CDPs and NGOs.

7.4.8 Community Development Model and the CDPs

The mode of operation of CDPs was based on self-help and local community participation principles in the early decades. At that time, CDPs and the local communities were the two main stakeholders in the community development process. The emergence of the third community development driver created distance between the CDPs and local communities. The working style of CDPs then moved towards a bureaucratic style, which affected the overall structure of these projects.

The overall performance of CDPs, as shown in the results, is less harmonious and appropriate than the community development model proposed in this study (Literature Review Chapter). The model is based on the principle of participation among all three stakeholders involved in any community development activity. Here, the role of the CDPs is more authoritative compared to both of the other stakeholders (local people and NGOs). The respondent DDOs acknowledge the cooperative and satisfactory role of

both local communities and NGOs, but the respondent organisations report the attitude of CDPs to be leading and authoritative.

In addition, the role of the CDPs is very confused and weak during direct interventions. The DDOs themselves admitted that the higher authorities make decisions on matters regarding planning and implementation. In contrast, local people and NGOs consider the CDPs to be authoritative. The results suggest that the respondent NGOs perceive the CDPs and higher government authorities as the same players. They consider CDPs to be at the front of most of the planning and decision-making. This makes the role of CDPs very confused, as the DDOs indicate the strong position of the higher authorities. The three dimensions of the proposed community development model describe three different leading roles, but with maximum participation of all the stakeholders. If one or two of the stakeholders become more authoritative, the balance of participation is shaken. As a result, the essence of the overall community development process is lost. The results of this study indicate that the roles of the local communities, NGOs and the CDPs are not balanced, as suggested in the proposed CD model.

7.5 Problems Affecting the Smooth Working of the CDPs

The CDPs receive insufficient funding for office matters and for NGOs from the higher government authorities. It is a fact that NGOs at the local level need financial assistance to launch their development activities. Most organisations registered with CDPs depend on funding from the Provincial Social Welfare Department and National Council of Social Welfare to carry out their projects. These organisations are mostly funded through or on the recommendation of the CDPs. The DDO respondents also state that CDPs do not receive sufficient travel and daily allowances for staff appointed to the offices. Staff members at CDPs, including DDOs and supervisors, have to move into communities to carry out awareness raising activities, NGO registration, NGO

assessment, direct intervention and work during emergencies. The CDPs need sufficient finances for field activities and the lack of funding affects their performance. Delays in funding for CDP offices and low staff salaries represent other types of financial problems that create obstacles for the performance of the offices.

The CDPs field activities are affected badly owing to nonavailability of office transportation. The job of CDPs is field oriented, as they have to visit communities and organisations. In the past, the CDPs were equipped with transportation to allow them to travel to and within the communities (Rehmatullah, 2002). This study found a lack of any kind of vehicles in CDPs for transportation. In addition, these offices face staff shortages and do not have adequate office equipment and buildings. Staff shortage problem prevent the work of CDPs in many ways e.g., under conditions of heavy population coverage and for NGO registration and assessment. Office equipment may include furniture, computers, telephone and stationery. A lack of proper office buildings means that the office buildings used are rented, old or insufficient.

It is found that staff at all levels lacks the proper training to perform their jobs. A clear majority of all three respondent types reported untrained supervisors at CDPs. The post of supervisor (performed by both men and women) is of key importance at CDPs, as they interact with local communities and NGOs, perform most of the field activities and report to DDOs on all matters. In the absence of the DDOs, supervisors may even run all office and field activities. The CDPs cannot afford to have untrained supervisors or any untrained staff, even at the junior levels. Untrained staff at any management level could reduce the performance rating of the offices. However, the most critical finding reported by the respondent NGOs is untrained officers appointed to CDP offices. DDOs are the official heads who are responsible for all of the office management and field activities of CDPs. The evaluation committee formed by the Government of Sindh,

Pakistan, in 1970 also pointed out that the officers appointed to CDPs were not sufficiently well trained to perform their roles effectively (Khalid, 2006). Although all of the officers receive training immediately after their recruitment, but need regular training and refresher courses to deal with new challenges in the community development field.

The NGO registration process through CDPs takes too long and is also complex, which affects the performance of both CDPs and NGOs. The complexity of the NGO registration process may be caused by various factors e.g., the difficult language used in registration laws, extra burden on CDPs, staff shortages, and the lack of cooperation between staff and people seeking registration. Other major problems in NGOs registrations include noncooperation of the NGOs and noncooperation of the CDPs' higher registration authorities. Saeed (1999) also states that some law enforcement departments involved in NGO registration cause problems with registration. He further states that registration authorities are involved in the delays. Results of this study also indicate that people seeking NGO registration use political pressures and unfair means to influence the registration purposes. These people are involved in corruption and maintain strong links with registration authorities (Saeed, 1999). All of these problems could be caused by the lengthy registration process, which also is a reason for NGOs obtaining registration from departments other than the CDPs. It is important to state that some DDOs do not see any problems with registration.

As far as working with NGOs is concerned, it is reported that NGOs do not submit audit and progress reports on their development activities to the CDPs. Some of the registered organisations do not even perform development activities at the grassroots level. These results seem to agree with the literature, which states that 80% of NGOs in Pakistan have no welfare activities (Saeed, 1999). At a meeting of the National Assembly

Standing Committee the view was put forward that NGOs do not perform any development activities after obtaining registration (The Nation, 2009). According to Naviwala (2010), Canadian International Development Agency (CIDA) points out ineffectiveness of NGOs and estimated less than 100 NGOs engaged in valuable social development. This is a very strong comment by an international organisation which raised serious questions on working performances of thousands NGOs in Pakistan. Naviwala (2010) also mentions that foreign funding agencies fund local NGOs directly without consultation of the government. Eventually, local NGOs do not consider themselves accountable before government authorities. In these situations, the CDPs are not in a position to monitor or influence foreign funded development projects of NGOs registered with the CDPs. Even then, CDPs are blamed if foreign funded projects face failure. In the same report, United States Agency for International Development (USAID) has been recommended to involve local mechanisms for controlling corruption in NGOs development projects. These local mechanisms could be government authorities who could have authorities such as CDPs to deal with NGOs affairs. It seems fair to question the CDPs when these offices are legally involved and authorised to look after foreign funded NGOs projects. World Health Organization (2011) also stresses on opportunities to form coordination between government authorities and local and international donor organisations.

In relation to this, the results of this study also show that NGOs do not interact with people within communities, which is a threat to the performance of both the NGOs and the CDPs. Other NGO-related problems include the absence of registered NGOs at meetings conducted by CDPs, the political involvement of NGOs and the noncooperation of NGOs during times of emergency.

Both types of NGO respondent blame DDOs and community members for creating obstacles for CDP intervention at the local level. In contrast, the DDOs blame the NGOs and local people for creating obstacles. It is natural that both types of respondents (stakeholders) blame each other for the problems of the CDPs. Again, many DDOs complained that the lack of available transportation prevents them from direct intervening in local communities.

The CDPs are unable to launch proper awareness campaigns about their working practices and services, mainly due to a shortage of funds. Actually, this financial weakness causes problems of staff shortages and lack of transportation. NGOs that are not registered with CDPs find the staff shortages to be a major obstacle to providing CDP services; this is also reported by DDOs and registered NGOs. Other major problems involved in raising awareness are a lack of interest on the part of communities, a lack of contribution by NGOs and overpopulation. It is possible that people have knowledge of other registration laws and feel no need to find out about CDPs. In any case, CDPs are not in a position to interact with large populations.

7.6 Suggestions to Enhance the Performance of CDPs

The Provincial Ministry of Social Welfare receives many suggestions from all three types of respondents for improving the practices of CDPs. Mainly, these recommendations address the problems and needs of CDPs, which were discussed earlier. DDOs and registered NGOs advise the higher authorities to increase the funding for CDPs and equip them with proper transportation; NGOs that are not registered with CDPs suggest recruiting more staff at CDPs. All three types of respondents also place emphasis on staff training and the provision of appropriate building and office equipment. In addition, DDOs demand the creation of more CDPs, more awareness raising about CDPs, more authority for DDOs and changes to laws regarding the

working practices of CDPs. Registered NGOs advise providing more funding for NGOs development projects, monitoring the working of CDPs, NGO trainings through CDPs, cooperation between CDPs and NGOs, more authority for DDOs and a simpler NGO registration process. NGOs that are not registered with CDPs emphasize the need for the proper awareness raising about the services of CDPs, a simple registration process, wider geographical coverage for NGOs, funding for NGOs that are not registered with CDPs and regular assessments of the CDPs performance. Both types of respondent organisations stress the need for more funding for NGOs, assessment of CDPs and a simpler NGO registration process. These issues are more or less related to NGOs. In contrast, DDOs requested more authority and the setting up of more CDPs. All of these suggestions seem quite reasonable and, indeed, are essential according to the previous discussions.

The respondents (DDOs and both types of NGOs) advise the registered NGOs to remain in contact with and to cooperate with CDPs. They also suggest that NGOs should submit regular progress reports to the CDPs, work towards problem-solving at the local level and conduct regular NGO elections. DDOs and registered NGOs stressed the need to attend NGO meetings called by CDPs. In addition, DDOs suggested that registered NGOs should submit regular audit reports to CDPs and discourage their organisations from political involvement. Both types of respondent NGOs held the view that registered NGOs should inform CDPs about community problems and assist them to solve the problems. Furthermore, they suggested making local people aware about the CDPs, making reports to the higher authorities about the performance of CDPs and obtaining training from the CDPs on running development projects. NGOs that were not registered with CDPs advised registered NGOs to promote coordination with NGOs registered with other departments. No doubt, these are very helpful suggestions for registered NGOs, which could indirectly improve the performance of CDPs.

The local community is also advised by respondents to help improve the working practices of CDPs. All three types of respondents suggest that community members should maintain contact with CDPs, inform the CDPs about the social problems prevailing in communities and accept guidance for solving the problems. They should also cooperate with the CDPs to solve problems and for NGO registrations. The community is advised to become more aware about the work and services of CDPs. DDOs and registered NGOs advise the local people to cooperate with local NGOs. Furthermore, DDOs advise obtaining NGO registration through the CDPs and cooperating with CDPs regarding NGO performance evaluation. The registered NGOs stress that people should be encouraged for reporting higher authorities about the performance of CDPs.

Many suggestions made for DDOs by registered NGOs and respondent DDOs are of a similar nature. They advise DDOs to obtain proper training, maintain contact with NGOs and local communities, visit NGOs, conduct NGO trainings and provide guidance for NGO registration. They should inform the higher authorities about the progress and problems of the CDPs. The officers should become informed about community needs and problems and also should make NGOs and communities aware of prevailing problems. DDOs advise the officers to ensure their full time attendance. Registered NGOs also demand them work full time as DDOs. Actually, this suggestion aims to minimize the problems due to the absence or temporary posting of DDOs to other departments. Both types of NGOs suggest that officers make communities aware about the CDPs and emphasise that they should demand more assistance from the higher authorities for NGO development projects. NGOs advise that CDPs should launch development projects directly at the grassroots level. NGOs that are not registered with CDPs also suggest that DDOs should be honest in their daily work and inform the higher authorities about the problems faced by organisations at the local

development level. It is important to notice that non-CDP-registered organisations guide the Ministry of Social Welfare and DDOs for making contacts with NGOs not registered with CDPs and giving them funding and needed trainings.

Apart from the suggestions made by the respondents, the proposed CD model seems more suitable and applicable for CDPs. The study findings also support the idea that the authoritative role of CDPs (i.e., the top-down approach) is not accepted at the grassroots level. In addition, the emergence of NGOs as an essential community development player demands an updated CD model and approach.

CONCLUSIONS AND FUTURE RECOMMENDATIONS

This study covered all possible aspects necessary to answer the major research questions raised about the working practices of CDPs. Analysis of the data obtained from all three types of respondents raised some important points. In addition, the results of the research raised various questions about the set-up of CDPs, population coverage, staff availability, staff training and performance, the NGO registration process, how CDP interact with NGOs, the authority of CDPs and the problems and needs of CDPs. The availability of abundant data on these research questions made it possible to satisfy all of the study's objectives. The results admitted the existing, need and effectiveness of the CDPs, with special reference to community development. The report will be concluded by outlining some important implications of the research.

8.1 The Set-Up of CDPs and Staff Availability

Over the last 60 years, CDPs have witnessed many changes regarding community set-up, population growth and the socioeconomic, political and government set-up. These changes have also influenced the working styles and performance of the CDPs. In particular, CDPs have had to bear extra workloads due to the establishment of no new projects since the 1980s, which has affected their performance. However, the results of this study indicate the rising numbers of NGOs registered through CDPs since 1981. Moreover, the results of this study clearly indicate staff shortages at the existing CDPs. In particular, there has been no appointment of full time DDOs at 25 CDPs. The positions of junior staff are also lying vacant at many offices. The Provincial Ministry of Social Welfare should take immediate action to remedy this. First, it should consider the possible addition of CDPs within the province. Second, whether or not new CDPs are set up, higher authorities should fill the vacancies or appoint more staff. There is

also a need to redefine the population coverage limit of a CDP, as the province has witnessed heavy population growth over the last four decades.

8.2 Training

The results of this study also raised some questions about CDP staff training. Obviously, the DDOs received training about their roles and responsibilities immediately after their appointment. They have also sporadically received different types of training by the government and private organisations. The respondent NGOs reported on the unsatisfactory performance of untrained staff, and the necessary steps should be taken to address this problem. All three types of respondents emphasized the need for more staff training. The Social Welfare Department should provide regular training and refresher courses for DDOs and junior staff on their roles, office management, budgeting, record maintenance and project design. DDOs should also focus arranging proper training for their subordinate staff, as junior staff play important roles in interacting with NGOs and local communities. Further, the staff of CDPs needs special training on the local government system after becoming part of the district local government. Private training organisations should come forward to arrange special training for CDP staff about the new trends and needs in the NGO and community development sectors.

8.3 NGO Registration

Although the results of this study were satisfactory regarding the awareness of CDPs' working in local communities, there is need to create more awareness about their role in NGO registration. In connection with this, both the Ministry of Social Welfare and the locally registered NGOs and communities should take part. Easily understood material about registration process, possibly even in the local language, should be provided at the

local level. Although the role of CDPs in the NGO registration verification process is admirable, the process itself appears to be too long and complicated. The CDPs are not the only ones to blame for the long and difficult registration process. The level of cooperation from people seeking NGO registration and the higher authorities also affect the registration process. All three types of stakeholders should fulfil their roles and responsibilities to ensure that a quick and smooth registration process is put in place. People seeking NGO registration should submit the full application and should not put political pressure on CDPs for completing the registration. CDPs should complete the verifications process in time and forward the verified applications to the higher authorities. The higher authorities (the Provincial Directorate of Social Welfare) should take decisions about NGO registration without delay. The higher authorities should also provide the resources and equipment necessary for CDPs to improve their registration service. These resources may include staff, funds and proper transportation to visit NGOs site offices and development projects.

The Department of Social Welfare should revisit and redefine the NGO registration law (The Voluntary Social Welfare Agencies Registration and Control Ordinance of 1961). It is necessary to make comparisons among all registration laws and develop consistency and coordination among the various registration rules and conditions provided in these laws. The authorities should impose consistency on all laws about NGO post-registration matters and the working of NGOs.

Indeed, the performance of CDPs was found to be satisfactory regarding encouraging NGOs to design their objectives in accordance with the CDP instructions and community needs. In addition, the delivery of both direct and indirect services during emergencies was admirable. Although the CDPs remain in contact with registered NGOs, they also need to make regular contacts, especially through meetings. Again, for

this they need staff, transportation and more resources. Further, there should be discussion about the performance of CDPs and their problems and needs during the meetings with NGOs. The NGOs would be able to understand the services and the problems of the CDPs through these discussions and could then play a role in improving their performance.

8.4 The Mode of Operation of CDPs

As part of both the provincial and local district governments, CDPs have to follow the instructions of both higher authorities and the official rules as well. In this connection, the dealings of the CDPs with community development organisations, nonfunctional and unregistered organisations are very confused and complex. The respondent DDOs stated that they followed the instructions of the higher authorities and the rules regarding these organisations. In contrast, the respondent NGOs think that the CDPs report to and follow the advice of the higher authorities even if they hold sufficient power to deal with these organisations. NGOs reported that CDPs with powers to take actions remain silent about the unregistered organisations that exist in their areas. Many respondent NGOs thought that NGOs became nonfunctional due to a lack of proper guidance from CDPs. Here, all three stakeholders (higher authorities, CDPs and NGOs) need to understand the role of CDPs and the level of authority they are given. The Department of Social Welfare and the CDPs should raise awareness about the services of CDPs and their level of authority in local communities and especially among NGOs. This could help to remove the confusions and the unnecessary blaming of CDPs. Furthermore, the development organisation should try to understand the role of the CDPs and the services they provide without being critical.

According to the results of this study, the mode of operation of CDPs and their interactions with development organisations were participative and leading. This trend

presented the working approach of CDPs as a top-down community development approach, as discussed in earlier results' and discussions' chapters. The practice of CDPs is not only be criticized for their leading (i.e., top-down) approach while interacting NGOs, but the respondent NGOs found that the CDPs interacted with them in an authoritative manner. Further, they reported that the relationship between the CDPs and organisations was unsatisfactory. Another question was raised about the authoritative interaction style used by the CDPs with local people and NGOs during development projects launched by the CDPs at the grassroots level.

The community development model designed in this research project may be helpful in removing this confusion. This model suggests that all three major stakeholders should play the participative roles required of them in community development projects initiated by any of them. The necessary participation of the stakeholders could strengthen the projects and help avoid criticism. In this regard, the Department of Social Welfare, and especially the CDPs, should follow the principles of community development. They should promote and welcome the participation of local people and NGOs, as they are the grassroots level stakeholders and beneficiaries. The local communities and organisations should not be excluded, as they are closely linked to both the felt needs and the development process. The Department of Social Welfare should define the role of CDPs and how they should interact with organisations and communities. In addition to NGOs and local people, CDPs should also have become aware of their mode of operation at the grassroots level.

In addition, the Department of Social Welfare should delegate the necessary authority to CDPs to allow them to make easy, direct contacts at the local level. The delegation of authority should be conditional on proper checks and balances. It should include taking necessary actions against unregistered and nonfunctional organisations. In addition,

CDPs should have a role in directly funding or in recommending funding for NGO development projects. Although the results show direct interventions of CDPs at the local level, the nature of the direct interaction remain unclear. All three types of respondents found the higher authorities to be the decision-maker about the direct contacts of CDPs within communities. In the case of direct development projects initiated by CDPs, the higher authorities plan and decide the implementation of these projects. It is recommended that the higher authorities should delegate powers to the CDPs and that the CDPs should involve NGOs and local communities in that process. The maximum participation of people at the local level would bring more success to the projects. The concepts of freedom by Sen (1999) and critical consciousness and problem-posing education by Freire (1974) could be better guidelines to involve local communities in development process. The higher authorities should monitor the direct interventions of CDPs at the grassroots level through research and CDP progress reports.

Further, both provincial and local district governments should clarify their positions and jurisdictions about the CDPs. It would be helpful for CDPs to contact the relevant authorities about specific matters. The Department of Social Welfare should conduct regular evaluative research on the working of CDPs and NGOs so that the necessary actions can be taken in time. As the CCBs and other community development programmes are working in parallel to CDPs, the provincial government and the local district government should develop coordination among these programmes to avoid possible clashes and duplication of services.

In addition to all the conclusions and recommendations discussed above, it is necessary to focus on the problems of the CDPs and the suggestions made by the respondents. The higher authorities should invest more funding to improve the existing CDPs. They

should provide more funds to the CDPs for improving office management, providing transportation, funding NGOs' development projects and providing adequate office equipment and buildings. In addition, they should place emphasis on restructuring the CDPs and their services according to the present needs and problems of the local communities and organisations. The appointment of full time DDOs is vital to enhance the performances of CDPs. DDOs should utilize their authorities and resources properly and should remain in regular contact with both local people and NGOs. They should mobilize the local communities for development and encourage their maximum participation in all programmes. It is also recommended that CDPs should provide guidance and training to NGOs. The well planned and suitable development projects of NGOs and local people should be recognized, and CDPs should participate in these. DDOs should inform the higher authorities about the progress, problems and needs of CDPs in a timely manner. CDPs should develop coordination with other NGO registration departments and organisations not registered with them regarding development projects.

People seeking NGO registration should cooperate with CDPs during the registration process, during emergencies and in development projects. They should avoid placing any kind of political pressure on CDPs to approve registration or funding. Registered organisations should play a practical role in grassroots level development and submit their progress and audit reports to CDPs on a regular basis. Ideally, registered organisations are in the best position to raise awareness about CDPs and their services, as CDPs lack the staff and financial resources to do so. Registered NGOs should try to understand the problems and needs of CDPs and make reasonable reports on these instead of playing the blame game. Local communities should take an interest in the working practices of CDPs and assist these offices and local NGOs in NGOs registration and in development projects.

It is clear from the literature review that Pakistan has experienced community development programmes under the influence of colonialism. The bottom-up development approach initiated in the 1950s through CDPs brought about many changes in later years. This study also found the present role of CDPs to be complicated, especially with reference to CD models and approaches. The results of this study and its discussions and conclusions lead towards a recommendation to use the proposed CD model. The suggestions made by all three types of respondents indirectly emphasized a need for the cooperation and participation of all stakeholders in the development process. Application of the CD model may enhance the CDPs' performance, in association with the necessary roles and participation of NGOs and local people in its development programmes. CDPs, as government-run offices, should involve both of the other stakeholders i.e., local communities and NGOs. If organisations plan development projects, they should remain in line with the CDPs' instructions and involve the participation of local people when and where necessary. Similarly, local communities should maintain contact with CDPs and NGOs for designing and implementing local level projects. The interdependence of all three stakeholders seems vital, especially in countries like Pakistan. The CDPs are not in a position to plan and implement projects at the grassroots level without some assistance from NGOs and local people. NGOs need to consult CDPs to obtain funding and training from them. Local communities also have to depend on CDPs and NGOs for resources and technical assistance in their own development programmes.

8.5 Emerging Questions for Future Research

Owing to the limitations of time, funds and manpower, this PhD research project cannot claim to cover all aspects of CDPs and community development in the Punjab Province of Pakistan. Possibly, there is a scope for more study to address some unaddressed

questions. During and after conducting the research, many questions emerged which are directly or indirectly related to the CDPs and community development in Pakistan. Therefore, the results of this study have implications and raise questions for future research. There is a need to identify the reasons behind the gender imbalance, especially in the CDPs, and generally in the overall community development process in Pakistan. The number of female respondents was very low compared to number of male respondents. In addition to continuing old community development programme in the form of CDPs, some other community development vehicles are also working in Pakistan. Research should be conducted to make comparisons among these community development programmes to understand the need for new development programmes. Questions comparing the registration laws for NGOs remain unanswered. There is also a need to understand the viewpoint of higher authorities and retired members of the Department of Social Welfare about the practices of CDPs and their services.

After recommending the proposed CD model to improve the performances of CDPs, there is scope for more research to assess the suitability of the model for CDPs and other development programmes in Pakistan.

8.6 Limitations of the Study

The study covers a wide geographical area (Punjab Province) and the time constraints of a PhD project have limited the scope of the investigation. Future research in this area should focus on the unaddressed issues. It was difficult to find literature (both printed and unprinted) on community development in Pakistan, especially regarding CDPs. A few books and government documents were accessed after making many requests and with special approval. The sources of the historical background of the CDPs in Pakistan are a few old books and government documents.

The translation of questionnaires from English to Urdu was not an easy task and required experts from the social work, and particularly from the community development, field. An expert was also needed to translate the open-ended responses of the respondents and to develop Urdu and English coding of those responses. Although efforts were made to ensure that the translation were as accurate and faithful to original meanings as possible, the process of translation and back-translations cannot avoid some subtle loss of meaning. No pre-testing was conducted for the questionnaire of NGOs that were not registered with the CDPs.

It took some extra time and resources to obtain official permission from the Provincial Directorate of Social Welfare to collect data, especially from DDOs. Although the respondents participated in the research, many of them were hesitant about signing the consent form attached to the questionnaires. It is assumed that the DDOs presented positive views about the working practices of CDPs because they are government employees and officers. This could be seen in some data from DDOs, especially about the performance of staff and CDPs.

As far as sampling for NGOs registered with CDPs is concerned, a limitation to this study was the selection of samples from NGO lists already developed by each CDP. It was difficult to identify NGOs registered with other government departments, even through snowball sampling. It was also realized that the views of the higher authorities about the CDPs was important; however, this was not possible due to time constraints and their lack of availability.

Apart from simple tables, graphs and multiple response tables, no other statistical tests have been applied during data analysis owing to the large amount of data generated. Another limitation was the conversion of qualitative data into quantitative data during

the analysis phase. It was very difficult to handle the open-ended responses of 570 participants in a qualitatively manner due to time and other constraints.

8.7 General Reflections and Study Contributions

As discussed earlier, there are limitations in this study. However when reflecting on the entire research process one can see that it contributed to strengthen my research knowledge and skills. The study also updates current practices, problems and the needs of CDPs and community development in Pakistan.

Personally, I developed research proposal designing skills. In addition the skills required for literature review, analysis and discussion were enhanced. This increased my knowledge of community development, its history and current practices worldwide particularly in Pakistan. The doctoral programme provided research methods knowledge and skills for questionnaire development, sampling, data collection, data analysis and discussion. I also had international exposure in terms of PhD supervision, research, literature on community development and non-academic activities during whole study period. The current research is now a source of motivation for me to conduct more research projects in CD field and related to the CDPs.

Beyond personal developments, the study also benefits the profession of social work and community development. For example, the study contributes fresh knowledge about community development and CDPs. Particularly, it provides guidelines for the Punjab Provincial Ministry of Social Welfare about ongoing CDPs practices, problems and needs. In this regard, the results will be helpful to design appropriate and necessary actions for the improvement of the CDPs performance. The results can also be generalized to CDPs and community development schemes in the other four provinces in Pakistan. International CD organisations and local organisations can also get a better understanding of community development in Pakistan. Local organisations (registered

with the CDPs and non-CDP registered) are linked with the CDPs directly or indirectly. Therefore changes in CDPs work practices affect the NGOs working. Similarly, international organisations especially donor organisations depend on government departments (Department of Social Welfare) and local NGOs for their development projects. In this connection, CDPs also play roles to connect international organisations with local NGOs. As such, it is important that international organisations understand community development in Pakistan and this study provides the needed information.

Finally, the study uncovered gaps in the knowledge and suggests areas for further research, especially in terms of improving the practice of CDPs, understanding the gender imbalances in CDPs, comparison of the CDPs with other community development schemes, and articulating the views of local people and higher government official about the CDPs.

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APPENDIX

Appendix-I (Information Sheet for Deputy District Officers/ CDPs)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

INVITATION TO TAKE PART IN A RESEARCH STUDY

You are being invited to take part in this study. Please take time to read the following information carefully. This data collection is part of PhD research study conducted by **Asif Naveed Ranjha** (PhD Research Student in School of Education, Social Work and Community Education at Dundee University, UK) under supervision of **Prof. Dr. Timothy Kelly** and **Dr. Murray Simpson** (Research Supervisors).

PURPOSE OF THE RESEARCH STUDY

This research study is mainly to explore the working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan. The objectives are:

- To study the present administrative mechanism, staff availability, staff trainings, working and coverage of community development projects
- To explore registration process of NGOs through Community Development Projects and relationships between NGOs and community development projects.
- To study the needs and problems of both community development projects and officers appointed regarding effective working.
- To find out suggestions and future strategies for strengthening and improving working of community development projects.

CONTENT OF QUESTIONNIRE

Data will be collected from Community Development Officers, NGOs registered with CD Projects and NGOs not registered with CD Projects through questionnaires. Contents of questionnaires include questions about community development project, its working, working of staff, population coverage, registration of NGOs and relationships with NGOs. Some questions are to know about the problems and needs of CD Projects and to get suggestions for CD Projects better working.

BENEFITS OF PARTICIPATION

The results of this study will be beneficial to make the community development process more effective with special reference to the working of policy makers, CD projects and NGOs. Though the benefits of participation for taking part in this research will be indirect, your responses will be helpful for academic as well as practical and policy purposes. A summary of findings will be provided to you after completion of research.

TIME COMMITMENT

You will have to respond to a questionnaire. This should take no more than an hour and will be organised according to your convenience. You can omit any question or withdraw at any stage as your participation is voluntary.

TERMINATION OF PARTICIPATION

Your participation is completely voluntary. You will be given this information sheet to keep and be asked to sign a consent form if you decide to take part. You are free to withdraw from responding any question and at any time if you feel any problem. Your termination decision will not affect you in anyway.

RISKS

I do not anticipate any drawbacks to you from your participation apart from you giving me your valuable time.

CONFIDENTIALITY

Any information given by you will be kept confidential. I will not use your name against any information and nobody can link the information by your name. Data will be treated and protected according to the Data Protection Act of Scotland.

FOR FURTHER INFORMATION ABOUT THIS RESEARCH STUDY

In case of any queries regarding this research, please contact Asif Naveed Ranjha by email at A.Ranjha@dundee.ac.uk or on 923004260216 (UK # 00441382381501).

The University Research Ethics Committee of the University of Dundee has reviewed and approved this research study.

Appendix-II (Informed Consent Form for Deputy District Officers/ CDPs)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

BRIEF SUMMARY OF PROJECT

This research study is mainly to explore working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan.

By signing below you are agreeing that you have read and understood the Participant Information Sheet and that you agree to take part in this research study.

Printed name of person obtaining consent

Participant's signature

Date

Printed name of person obtaining consent

Signature of person obtaining consent

Appendix-III (Questionnaire for Deputy District Officer, CDPs)

Data provided will be Confidential

Date:

Time:

Code # -----

District Name # -----

Community Development Project: -----

Instructions: Unless otherwise stated, please tick only one option and if necessary then tick more than one.

Section A: Personal information

A 1. Gender:

- a) Male
- b) Female

A 2. Age: _____ **Years**

A 3. Highest Academic Qualification:

- a) PhD
- b) MPhil
- c) Masters
- d) Bachelors
- e) Intermediate
- f) Matriculation
- g) Diploma
- h) Certificate
- i) Other, please mention _____

A 4. Current Position/ designation:

- a) Designated officer at community development project
- b) Extra charge at community development project
- c) Designated officer at community development project having extra charge of other office
- d) Supervisor with extra charge as officer community development project
- e) Other, please mention _____

A 5. Experience at CD Project as officer: _____

Section B: CDP office information

B 1. When was this CD Project established? _____

B 2. What is the population coverage of this CD Project?

- a) Less than 20000 people
- b) 20000 – 25000 people
- c) 25000 – 35000 people
- d) More than 35000 people
- e) Do not know

B 3. Are all staff positions filled at the CD Project?

- a) Yes
- b) No

B 3.1. If Yes, is there need to create new staff vacancies?

- a) Yes
- b) No
- c) Do not know

B 3.2. If No, which posts are vacant?

- a) DD Officer/SWO
- b) Male supervisor
- c) Female supervisor
- d) Junior clerk
- e) Naib Qasid (Office Assistant)
- f) Other, please mention _____

B 3.2.1 If there are vacancies, what is the reasons?

- a) No need
- b) Need but no finances to pay
- c) Do not know
- d) Other, please mention _____

B 4. How do you rank the working/performance of the CD Project staff overall?

- a) Very good
- b) Good
- c) Average
- d) Not good/poor
- e) Very poor
- f) Do not know

B 5. What kind of training did you get as a DD/SW officer (please circle as many as apply)?

- a) Roles and responsibilities of DD/SW officer
- b) Office Management
- c) Budgeting
- d) NGO Record Maintenance
- e) Project designing
- f) Refresher Courses
- g) Other, please mention _____
- h) No training

B 5.1. If you received training, who organized it?

- a) Provincial Directorate of Social welfare
- b) National Council of Social Welfare
- c) District Office Social Welfare
- d) Local Government Department
- e) Any private organisation
- f) Other, please mention _____

B 5.2. If no training received, what was the main reason?

- a) No training was offered
- b) Was not allowed to go for training
- c) Could not go due to additional duties
- d) Other, please mention _____

B 5.3. If not received training, what kind of training is needed?

- a) Roles and responsibilities of DD/SW officer
- b) Office management
- c) Budgeting
- d) NGO Record Maintenance
- e) Project designing
- f) Refresher Courses
- g) Other, please mention _____
- h) No training is needed

B 5.4. If received training, what kind of further training is needed?

- a) Roles and responsibilities of DD/SW officer
- b) Office management
- c) Budgeting
- d) NGO Record Maintenance
- e) Project designing

- f) Refresher Courses
- g) Other, please mention _____
- h) No training is needed

Section C: Registration of and working with NGOs

C 1. Do individuals and community groups have awareness about NGOs registration through CDP office?

- a) Yes
- b) No
- c) Do not know

C 1.1. If not aware, what are the reasons they are not aware?

- a) No awareness campaign by CDP office
- b) No awareness campaign by registered NGOs
- c) Other options for NGOs registration
- d) Lack of interest on part of communities regarding CDP office and NGOs
- e) Other, please mention _____

C 2. Who takes initiative for NGO registration mostly?

- a) Communities themselves
- b) Supervisors
- c) DDO/SWO
- d) Referral
- e) Other, please mention _____

C 3. What kind of facilitation is offered by CDP office for registration of NGO?

- a) Verbal Guidance
- b) Pamphlets/Brochures
- c) Provision of forms
- d) Field visits
- e) All above
- f) Other, please mention _____

C 4. What do people seeking NGO registration mostly do during the registration process through CDP office?

- a) Follow instructions of CDP office
- b) Make frequent contact with the CDP office
- c) Put pressure on CDP office for registration using informal networks and contacts
- d) Forget after filing registration case
- e) Other, please mention _____

C 5. How do you rate the level of consistency of NGOs objectives with the instructions of the CDP office and with community needs and problems at registration time?

- a) High consistency
- b) Consistency
- c) Less consistency
- d) No consistency
- e) Do not know

C 6. How does CDP office verify the NGOs registration case?

- a) File reading
- b) Office verification
- c) Bank account verification
- d) Membership verification
- e) No verification
- f) Do not know
- g) Other, please mention _____

C 6.1. If verification, who verifies?

- a) CDP officer (DDO/SWO)
- b) Supervisors/Staff
- c) Higher authorities
- d) All above
- e) Other, please mention _____

C 7. What is estimated duration of an NGO registration through the CDP office?

- a) Less than one month
- b) One month
- c) Two months

- d) Three months
- e) More than three months
- f) Other, please mention _____

C 8. What are your views about the official registration process of NGOs through the CDP office?

- a) Easy and short
- b) Easy but lengthy
- c) Complicated and lengthy
- d) Complicated but short
- e) Other, please mention _____

C 9. How does the CDP office facilitate NGO's functioning after registration?

- a) Funding
- b) Training
- c) Legal aid
- d) Counseling
- e) Awareness about changes to government bureaucracy
- f) All of the above
- g) Do not know
- h) Other, please mention _____

C 10. How does the CDP office usually contact/interact with registered NGOs?

- a) Regular NGOs site visits
- b) Telephone
- c) Through mail
- d) Through email
- e) Meeting
- f) All above
- g) No contact
- h) Other, please mention _____

C 11. How often does the CDP office schedule meetings with registered NGOs?

- a) Daily
- b) Weekly
- c) Monthly
- d) Quarterly
- e) Rare meetings
- f) No meetings
- g) Other, please mention _____

C 12. If the CDP office conducts meetings, what is the main purpose/agenda?

- a) To discuss NGO performance and needs
- b) To discuss CDP office working
- c) To discuss new programs/projects for NGOs
- d) To discuss community needs and problems
- e) Training of NGOs
- f) Do not know
- g) Other, please mention _____

C 13. What kinds of assistance are requested by NGOs from CDP office?

- a) Direct funding
- b) Guidance about funding
- c) Training on project proposal writing
- d) Office management training
- e) Program management
- f) Record keeping
- g) Coordination with other NGOs
- h) All above
- i) No assistance is requested
- j) Other, please mention _____

C 14. In which areas are NGOs providing community development services with assistance of this CDP office?

- a) Education
- b) Health
- c) Women's welfare
- d) Child welfare
- e) Youth welfare
- f) Disable welfare
- g) Old people welfare

- h) Welfare of widows/orphans/homeless
- i) Patient welfare
- j) Sewerage
- k) Sanitation
- l) Community centre
- m) Recreation
- n) Family Planning
- o) Environment
- p) Vocational
- q) Juvenile justice
- r) Coordination of NGOs
- s) Awareness of Social Problems
- t) All above
- u) Do not know
- v) Other, please mention _____

C 15. How does the CDP office mostly assess NGOs performance?

- a) Field visits by CD officer
- b) Field visits by supervisors/junior staff
- c) Inspection of NGO office record
- d) Progress reports by NGOs
- e) Audit reports of NGOs
- f) News through communities
- g) Evaluative research
- h) No assessment
- i) Other, please mention _____

C 16. Does the CDP office play a role in the event of any emergency in the community?

- a) Yes
- b) No
- c) Do not know

C 16.1. If Yes, how does the CDP office provide services?

- a) Direct service in emergency area
- b) Services provision on instructions of higher authorities
- c) Indirect services through NGOs
- d) Assisting higher authorities or other departments to provide services in emergency areas
- e) Do not know
- f) Other, please mention _____

C 16.2. What kinds of services are provided by the CDP office during emergencies in the community?

- a) Collection of goods
- b) Collection of food items
- c) Health services
- d) Camping
- e) Blood donation
- f) Shelter
- g) Rehabilitation
- h) Counseling
- i) Other, please mention _____

C 17. What is the authority of the CDP office regarding cancellation of registered NGO?

- a) CDP officer can cancel registration
- b) CDP officer can only recommend to higher authorities
- c) Cancellation can be done without recommendation of CDP office
- d) Do not know
- e) Other, please mention _____

C 18. What is the most common reason behind cancellation of NGOs by the CDP office?

- a) No reports by NGO
- b) No project/activity by NGO
- c) Involvement in anti-state activity
- d) Embezzlement
- e) No regular executive body elections
- f) All above
- g) Other, please mention _____

C 19. Why do some NGOs become non-working NGOs?

- a) No guidance by CDP office
- b) Less/No interest of NGO management
- c) Incompetency of NGO management
- d) Poor response by communities
- e) Lack of funding/resources
- f) All above
- g) Other, please mention _____

C 20. What kind of role is played by the CDP office in case of a non-working NGO?

- a) Reports to higher authorities
- b) Follow instructions of higher authorities
- c) Provision of specific guidance if needed
- d) Handing over activities to new NGO
- e) Cancellation of registration
- f) Do not know
- g) Other, please mention _____

C 21. How does the CDP office deal with non-registered NGOs? (circle as many as apply)

- a) CDP office can stop working of that NGO
- b) CDP office can ban fundraising by that NGO
- c) CDP office can report to higher authorities
- d) No authority
- e) Other, please mention _____

C 22. What is the way of the CDP office dealing with NGOs engaged in community development?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by people in communities
- d) Do not know
- e) Other, please mention _____

C 23. What is the nature of the relationship between the CDP office and NGOs?

- a) Formal and satisfactory
- b) Formal but unsatisfactory
- c) Both formal and informal
- d) Informal and satisfactory
- e) Informal and unsatisfactory
- f) Do not know
- g) Other, please mention _____

Section D: Direct Intervention of CDP office in community**D 1. What is the nature of direct intervention by the CDP office at a grass roots level in the community?**

- a) Occasionally on special official instructions
- b) Regular as per given authority
- c) Request from people in communities
- d) On advice of NGO
- e) Self decision of DDO/SWO
- f) No intervention
- g) Other, please mention _____

D 2. If CDP office makes direct/independent intervention, what is nature of that?

- a) Project/program initiated by CDP office on instructions of authorities
- b) Self decided Project/program in response to community needs/problems
- c) Project/program initiated by CDP office on demand of community
- d) Project/program initiated by CDP office suggested by any NGO
- e) Meetings with people in communities to learn about their needs and problems
- f) Research work to know needs and problems of people in communities
- g) Research work to assess the working of NGOs
- h) Research work to assess the working of CDP office
- i) For registration of NGOs
- j) Working in emergency
- k) Do not know
- l) Other, please mention _____

D 3. What is the way of dealing by CDP office during direct intervention in the community?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by people in communities
- d) Follow people in communities
- e) Do not know
- f) Other, please mention _____

D 4. How cooperative are people in communities on direct intervention of the CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 5. How cooperative are NGOs with the CDP office on direct intervention by CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 6. Who plans any project to be initiated directly by CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) People in communities
- f) Other, please mention _____

D 7. Who is decision making authority in implementation of any project to be initiated directly by the CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) Communities
- f) Other, please mention _____

D 8. How is the performance of CDP office evaluated?

- a) Annual Confidential Reports of CDP office staff (ACRs)
- b) Audit of funds
- c) Through submitted reports
- d) Visits by higher authorities
- e) Evaluative research
- f) All above
- g) No evaluation
- h) Other, please mention _____

D 9. How satisfactory is the performance of the CDP office as part of the local government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Unsatisfactory
- e) Do not know

D 10. How satisfactory is the performance of the CDP office as a major community development program run by provincial government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Non-satisfactory
- e) Do not know

Section E: Needs and Problems of CD Project

E 1. Identify the nature of any financial problems faced by CDP office in smooth working.

- a) Delay in funding for CDP office
- b) Insufficient funding for CDP office
- c) Insufficient TA/DA for CDP office staff
- d) Insufficient funding for NGOs
- e) Low salaries of CDP staff
- f) No problem
- g) Do not know
- h) Other, please mention _____

E 2. Identify any major problems related to CDP office management in smooth working.

- a) No proper building
- b) No proper office equipment
- c) No vehicle for staff movement
- d) Shortage of staff
- e) No problem
- f) Do not know
- g) Other, please mention _____

E 3. Are there any major problems related to training of the CDP staff which affect its smooth working?

- a) No trained CD officer (DDO/SWO)
- b) No trained supervisors
- c) No trained clerk
- d) No trained lower staff
- e) No training problem
- f) Do not know
- g) Other, please mention _____

E 4. Identify any major problems faced by the CDP office related to registration of NGOs?

- a) Too long and complicated registration process
- b) Non-cooperation of NGOs during registration
- c) Non-cooperation of higher authorities for in time registration
- d) De-registration of NGOs
- e) Political pressure for registration
- f) No problem related to registration
- g) Do not know
- h) Other, please mention _____

E 5. Identify any major problems related to working with registered NGOs which affect the smooth working of CDP office?

- a) No routine progress report
- b) No audit report
- c) No field activities
- d) No meeting attendance
- e) No cooperation during emergencies
- f) No cooperation on celebration of national and international days
- g) Political involvement in NGOs
- h) No contact with people in communities
- i) No problem related working with NGOs
- j) Other, please mention _____

E 6. Identify any major problems faced by the CDP office in making direct contact with people in communities?

- a) Officially not allowed
- b) Officer does not want
- c) NGOs create hurdles
- d) People in communities do not want
- e) No need as NGOs are already working
- f) Other, please mention _____

E 7. Identify any major problems regarding un-awareness of people in communities about working of CDP office in the community?

- a) Lack of finances for awareness
- b) Shortage of staff for awareness
- c) Due to policy matter

- d) Due to overpopulation
- e) NGOs do not play role for awareness
- f) People in communities are not interested
- g) No awareness problem exists
- h) Other, please mention _____

Section F: Suggestions to improve the working of CD Projects

F 1. What are your suggestions for the Ministry of Social Welfare to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 2. What are your suggestions for NGOs to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 3. What are your suggestions for people in communities to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 4. What are your suggestions for CD officers to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

Any other comments or suggestions

Thanks for Your Cooperation

Appendix-IV (Urdu Questionnaire for Deputy District Officer, CDPs)

سوالنامہ برائے ڈپٹی ڈسٹرکٹ آفیسر، کیوٹی ڈویلپمنٹ پراجیکٹس

1

آپ کی طرف سے دی گئی معلومات کو سیدھا راز میں رکھا جائے گا

کوڈ نمبر

ضلع کا نام

کیوٹی ڈویلپمنٹ پراجیکٹ

حالیات: جب تک ضرورت نہ ہو یا ہدایات نہ دی جائے صرف ایک جواب کا انتخاب کریں، آپ کی شرکت رضا کارانہ طور پر ہے لہذا آپ کسی مرحلے یا کسی سوال کو چھوڑ سکتے ہیں

سیکشن A- ذاتی معلومات

A-1

جنس

(a) مرد

(b) عورت

A-2

عمر

..... سال

A-3

اعلیٰ ترین تعلیم

(a) پی۔ ایچ۔ ڈی

(b) ایم۔ فل

(c) ایم۔ اے

(d) بی۔ اے

(e) ایف۔ اے / مساوی

(f) میٹرک

(g) ڈپلومہ

(h) شوقیلیٹ

(i) اس کے علاوہ کوئی تعلیم ہے تو ذکر کریں

A-4

موجودہ عہدہ

(a) کیوٹی ڈویلپمنٹ پراجیکٹ آفیسر کے طور پر تعیناتی

(b) کیوٹی ڈویلپمنٹ پراجیکٹ کا اضافی چارج

(c) کیوٹی ڈویلپمنٹ پراجیکٹ آفیسر اور ساتھ کوئی دوسرا اضافی چارج

(d) سپروائزر کیوٹی ڈویلپمنٹ پراجیکٹ آفیسر کا اضافی چارج

(e) اس کے علاوہ کوئی عہدہ ہو تو ذکر کریں

A-5

تجربہ بطور آفیسر کیوٹی ڈویلپمنٹ پراجیکٹ

سیکشن B- کیوٹی ڈویلپمنٹ پراجیکٹ آفس کے بارے میں معلومات

B-1

سی۔ ڈی۔ بی آفس کب قائم ہوا؟

B-2

سی۔ ڈی۔ بی آفس کتنی آبادی کا احاطہ کرتا ہے؟

(a) 20 ہزار افراد سے کم

(b) 20 ہزار افراد سے 25 تک

(c) 25 ہزار افراد سے 35 ہزار تک

(d) 35 ہزار افراد سے زائد

(e) معلوم نہیں

B-3

کیا سی۔ ڈی۔ بی پراجیکٹ کی تمام اساسیاں پڑھیں؟

(a) ہاں

(b) نہیں

B-3.1 اگر ہاں تو کیا اپنی اسامیوں کی ضرورت ہے؟

- (a) ہاں
(b) نہیں

B-3.2 اگر نہیں تو کون کون سی اسامیاں خالی ہیں؟

- (a) سوشل ویلفیئر آفیسر / کیونٹی ڈیپٹمنٹ آفیسر
(b) مرد سپروائزر
(c) خاتون سپروائزر
(d) جوئیننگ کلرک
(e) نائب قاصد
(f) چوکیدار

(g) اس کے علاوہ کوئی ہوتو ذکر کریں
B-3.2 اگر اسامیاں خالی ہیں تو اس کی کیا وجہ ہے؟ (چتنے جوابات متعلقہ ہوں ان پر دائرہ لگائیں)

- (a) ضرورت نہیں ہے
(b) ضرورت ہے مگر رقم / بجٹ نہیں ہے
(c) معلوم نہیں
(d) اس کے علاوہ کوئی وجہ تو بیان کریں

B-4 آپ سی۔ ڈی۔ پی آفس سٹاف کی مجموعی کارکردگی / کام کرنے کو کس درجہ پر رکھتے ہیں۔

- (a) بہت اچھا
(b) اچھا
(c) درمیانہ
(d) اچھا نہیں
(e) بہت خراب
(f) معلوم نہیں

B-5 بطور سوشل ویلفیئر آفیسر آپ نے کوئی ٹریننگ لی ہے؟ (چتنے جوابات متعلقہ ہوں ان پر دائرہ لگائیں)

- (a) سوشل ویلفیئر آفیسر کا کردار اور ذمہ داریاں
(b) دفتری انتظامات
(c) بجٹ تیار کرنا
(d) غیر سرکاری تنظیموں کا ریکارڈ سنبھالنا
(e) پراجیکٹ بنانا
(f) ریلیٹو پیشہ کورس

(g) اس کے علاوہ کوئی ٹریننگ لی ہے تو ذکر کریں
(h) کوئی ٹریننگ نہیں لی

B-5.1 اگر آپ نے کوئی ٹریننگ کی ہے تو وہ کس نے آرگنائز کی؟

- (a) صوبائی ڈائریکٹوریٹ سماجی بہبود
(b) نیشنل کونسل آف سوشل ویلفیئر
(c) ڈسٹرکٹ آفیسر سوشل ویلفیئر
(d) لوکل گورنمنٹ ڈیپارٹمنٹ
(e) کسی پرائیویٹ آرگنائزیشن سے
(f) کسی اور نے تو ذکر کریں

B-5.2 اگر کوئی ٹریننگ نہیں لی تو اس کی بڑی وجہ تھی؟

- (a) کسی ٹریننگ کی پیش کش نہیں کی گئی
(b) ٹریننگ حاصل کرنے کی اجازت نہیں دی گئی
(c) اضافی ڈیوٹی کی وجہ سے نہیں جاپا جاسکا
(d) اگر ٹریننگ نہ لینے کی کوئی دوسری وجہ ہے تو ذکر کریں

B-5.3 اگر کوئی ٹریننگ نہیں لی تو کس قسم کی ٹریننگ کی ضرورت ہے؟ (چتنے جوابات متعلقہ ہوں ان پر دائرہ لگائیں)

- (a) سوشل ویلفیئر آفیسر کا کردار اور ذمہ داریاں
- (b) دفتری انتظامات
- (c) بجٹ تیار کرنا
- (d) غیر سرکاری تنظیموں کا ریکارڈ سنبھالنا
- (e) پروجیکٹ بنانا
- (f) ریفریٹر کورس
- (g) اگر کسی اور ٹریننگ کی ضرورت ہے تو ذکر کریں
- (h) کسی ٹریننگ کی ضرورت نہیں ہے۔

B-5.4 اگر ٹریننگ لی ہے تو مزید کس قسم کی ٹریننگ کی ضرورت ہے؟ (چتنے جوابات متعلقہ ہوں ان پر دائرہ لگائیں)

- (a) سوشل ویلفیئر آفیسر کا کردار اور ذمہ داریاں
- (b) دفتری انتظامات
- (c) بجٹ تیار کرنا
- (d) غیر سرکاری تنظیموں کا ریکارڈ سنبھالنا
- (e) پروجیکٹ بنانا
- (f) ریفریٹر کورس
- (g) اگر کسی اور ٹریننگ کی ضرورت ہے تو ذکر کریں
- (h) کسی ٹریننگ کی ضرورت نہیں

سیکشن C- غیر سرکاری تنظیموں کی رجسٹریشن اور ان کے ساتھ کام

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

C-1 کیا افراد اور کمیونٹی کے لوگ سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کے بارے میں آگاہی رکھتے ہیں۔

- (a) ہاں
- (b) نہیں
- (c) معلوم نہیں

C1.1 اگر آگاہی نہیں ہے تو اس کی کیا وجہ ہے؟

- (a) سی۔ ڈی۔ پی آفس اس بارے میں جوئی نہیں کرتا
- (b) رجسٹر شدہ غیر سرکاری تنظیموں کی جانب سے ہم جوڈ کاندہ ہوتا
- (c) غیر سرکاری تنظیموں کی رجسٹریشن کے لئے دوسرے اداروں کا ہونا
- (d) غیر سرکاری تنظیموں اور سی۔ ڈی۔ پی آفس کے بارے میں لوگوں کی عدم دلچسپی
- (e) اس کے علاوہ کوئی دوسری وجہ ہے تو بیان کریں

C-2 غیر سرکاری تنظیموں کی رجسٹریشن کے لئے زیادہ تر شروعات کون کرتا ہے؟

- (a) خود کمیونٹی کے لوگ
- (b) گھرانہ / سپروائزر
- (c) ڈی۔ ڈی۔ او
- (d) کسی کی بصیرت پر رجسٹریشن کیلئے آنے والے لوگ
- (e) اس کے علاوہ ہے تو ذکر کریں

C-3 غیر سرکاری تنظیموں کی رجسٹریشن کے لئے سی۔ ڈی۔ پی آفس کی کس قسم کی معاونت دیتا ہے؟

- (a) زبانی رہنمائی
- (b) کتابچہ جات / پمفلٹ
- (c) فارم مہیا کرنا
- (d) علاقہ کا دورہ
- (e) اوپر ذکر کی گئی تمام معاونت
- (f) اس کے علاوہ کوئی معاونت فراہم کی جاتی ہے تو ذکر کریں

- C-4** غیر سرکاری تنظیموں کی رجسٹریشن کروانے والے لوگ رجسٹریشن کے عمل کے دوران زیادہ تر کیا کرتے ہیں؟
- (a) سی۔ ڈی۔ پی آفس کی ہدایات پر عمل کرتے ہیں۔
 (b) سی۔ ڈی۔ پی آفس سے اکثر رابطہ کرتے ہیں۔
 (c) سی۔ ڈی۔ پی آفس پر رجسٹریشن کے لئے غیر رسمی روابط اور تعلقات کے ذریعے دباؤ ڈالتے ہیں۔
 (d) رجسٹریشن فائل جمع کروانے کے بعد بھول جاتے ہیں۔
 (e) اس کے علاوہ تو ذکر کریں
- C-5** رجسٹریشن کے عمل کے دوران غیر سرکاری تنظیموں کے اغراض و مقاصد سی۔ ڈی۔ پی آفس کی ہدایات، کیونٹی کی ضروریات اور مسائل سے کس حد تک مطابقت رکھتے ہیں۔
- (a) بہت مطابقت
 (b) مطابقت
 (c) کم مطابقت
 (d) کوئی مطابقت نہیں
 (e) معلوم نہیں
- C-6** سی۔ ڈی۔ پی آفس غیر سرکاری تنظیموں کی رجسٹریشن کے دوران تصدیق کیسے کرتا ہے۔
- (a) فائل کو پڑھ کر
 (b) دفتری تصدیق
 (c) بنک اکاؤنٹ سے تصدیق
 (d) رکنیت سازی سے تصدیق
 (e) کوئی تصدیق نہیں کی جاتی
 (f) معلوم نہیں
 (g) تصدیق کا کوئی اور ذریعہ ہو تو ذکر کریں
- C-6.1** اگر تصدیق کی جاتی ہے تو کون کرتا ہے؟
- (a) سی۔ ڈی۔ پی آفس (DDO)
 (b) سپر وائزر/محرم
 (c) اعلیٰ حکام
 (d) اوپر دیے گئے تمام ذرائع سے
 (e) اس کے علاوہ کوئی ہے تو ذکر کریں
- C-7** سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کا انداز اور ایسے کتنا ہے۔
- (a) ایک ماہ سے کم
 (b) ایک ماہ
 (c) دو ماہ
 (d) تین ماہ
 (e) تین ماہ سے زیادہ
 (f) اس کے علاوہ ہے تو ذکر کریں
- C-8** سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کے بارے میں آپ کیا رائے رکھتے ہیں؟
- (a) مختصر اور آسان
 (b) آسان مگر طویل
 (c) پیچیدہ اور طویل
 (d) پیچیدہ اور آسان
 (e) اس کے علاوہ ہے تو ذکر کریں
- C-9** سی۔ ڈی۔ پی آفس غیر سرکاری تنظیموں کو رجسٹریشن کے بعد کس طرح کی معاونت/اسہولیات دیتا ہے۔
- (a) فنڈز کی فراہمی
 (b) ٹریننگ
 (c) قانونی مدد
 (d) مشاورت کی فراہم

- (e) افسر شاہی میں تبدیلی کے بارے میں معلومات
(f) اوپر دی گئی تمام قسم کی معاونت
(g) معلوم نہیں
(h) اس بارے میں کوئی اس کے علاوہ معاونت فراہم کی جاتی تو ذکر کریں
- C-10 سی۔ ڈی۔ پی آفس عموماً غیر سرکاری تنظیموں سے رابطہ کیسے کرتا ہے؟
(a) غیر سرکاری تنظیموں کا موقع پر یا قاعدہ دورہ۔
(b) ٹیلی فون
(c) خط کے ذریعے
(d) برقی ڈاک کے ذریعے یا میل
(e) ملاقات کر کے
(f) اوپر دی گئی تمام ذرائع سے
(g) کوئی رابطہ نہیں ہوتا
(h) رابطہ کا کوئی اور ذریعہ ہے تو ذکر کریں
- C-11 رجسٹر شدہ غیر سرکاری تنظیموں سے سی۔ ڈی۔ پی آفس کب ملے شدہ ملاقاتیں کرتا ہے؟
(a) روزانہ
(b) ہفتہ وار
(c) ماہانہ
(d) ہر پندرہ دن بعد
(e) کبھی کبھار
(f) کوئی ملاقات نہیں ہوتی
(g) اس کے علاوہ ہے تو ذکر کریں
- C-12 اگر سی۔ ڈی۔ پی آفس ملاقات کرتا ہے تو اس کا اہم مقصد کیا ہوتا ہے۔
(a) غیر سرکاری تنظیم کی ضروریات اور کارکردگی کا جائزہ لینا
(b) سی۔ ڈی۔ پی آفس کے کام طریقہ کار کا جائزہ لینا
(c) غیر سرکاری تنظیموں کے لئے پراجیکٹ پروگرام پر بات کی جاتی ہے
(d) کمیونٹی کی ضروریات اور مسائل پر بات کی جاتی ہے
(e) غیر سرکاری تنظیموں کی ٹریننگ
(f) معلوم نہیں
(g) اس کے علاوہ کوئی مقصد ہوتا ہے تو ذکر کریں
- C-13 غیر سرکاری تنظیمیں کس قسم کی مدد کے لئے سی۔ ڈی۔ پی آفس سے درخواست کرتی ہیں؟
(a) براہ راست فنڈز کی فراہمی۔
(b) فنڈز کے حصول کیلئے رہنمائی
(c) مجوزہ پراجیکٹ بنانے کیلئے ٹریننگ
(d) دفتری انتظام کی ٹریننگ
(e) پروگرام منیجمنٹ
(f) ریکارڈ محفوظ کرنا
(g) دوسری غیر سرکاری تنظیموں سے باہمی روابط
(h) اوپر دیئے گئے تمام جواہات
(i) کوئی مدد طلب نہیں کی جاتی
(j) اس کے علاوہ ہے تو ذکر کریں
- C-14 سی۔ ڈی۔ پی آفس کے ساتھ منسلک غیر سرکاری تنظیمیں کمیونٹی کی ترقی کے لئے کس قسم کی خدمات فراہم کر رہی ہیں؟
(a) تعلیم
(b) صحت
(c) خواتین کی فلاح
(d) بچوں کی فلاح
(e) نوجوانوں کی فلاح
(f) فلاح معذروں
(g) عمر رسیدہ لوگوں کی فلاح
(h) بے گھر ایجنٹ ایجوکیشن اور توجہ کی فلاح

- (l) بہبود سریشیاں (j) نکاسی (k) صحت و صفائی (l) کمیونٹی سنٹر
(m) تفریح (n) خاندانی منصوبہ بندی (o) ماحولیات (p) پیشہ ورانہ تربیت
(q) نو عمر خٹا کاروں کی فلاح (r) غیر سرکاری تنظیموں کے درمیان باہمی روابط
(s) سماجی مسائل کے بارے میں آگاہی (t) اوپر دیے گئے تمام جوابات
(u) معلوم نہیں (v) اس کے علاوہ ہے تو ذکر کریں
- C-15** سی۔ ڈی۔ پی آفس غیر سرکاری تنظیموں کی کارکردگی کا جائزہ لینے کے لئے اکثر کیا راستہ اختیار کرتا ہے؟
(a) سی۔ ڈی آفیسر موقع پر معائنہ کرتا ہے۔
(b) سپروائزر یا عملہ موقع پر معائنہ کرتے ہیں۔
(c) غیر سرکاری تنظیموں کے ریکارڈ کی جانچ پڑتال
(d) غیر سرکاری تنظیموں کی ترقیاتی رپورٹس
(e) آڈٹ رپورٹس
(f) کمیونٹی کے لوگوں کے ذریعہ معلومات
(g) جانچ پڑتال کے لئے تحقیق
(h) کوئی جائزہ نہیں لیا جاتا
(i) اس کے علاوہ کوئی ہے تو ذکر کریں
- C-16** کیا سی۔ ڈی۔ پی آفس کمیونٹی میں ہنگامی حالات میں کوئی کردار ادا کرتا ہے؟
(a) ہاں (b) نہیں (c) معلوم نہیں
- C-16.1** اگر ہاں، تو سی۔ ڈی۔ پی آفس خدمات کیسے مہیا کرتا ہے؟
(a) ہنگامی علاقہ میں براہ راست خدمات
(b) اعلیٰ حکام کی ہدایات پر خدمات کی فراہمی
(c) بالواسطہ خدمات بذریعہ غیر سرکاری تنظیمات
(d) اعلیٰ حکام یا دوسرے اداروں کو ہنگامی علاقہ میں خدمات مہیا کرنے میں مدد دینا
(e) معلوم نہیں
(f) اس کے علاوہ کوئی طریقہ ہے تو ذکر کریں
- C-16.2** سی۔ ڈی۔ پی آفس ہنگامی حالات میں کس قسم کی خدمات کمیونٹی کو فراہم کرتا ہے؟
(a) اشیاء کا جمع کرنا
(b) اشیاء سے خورد و نوش کا جمع کرنا
(c) خدمات برائے صحت
(d) مہم جوئی
(e) خون کے عطیات
(f) پناہ گاہ
(g) بحالی کا کام
(h) مشاورت کی فراہمی
(i) اس کے علاوہ کوئی اور خدمت ہو تو ذکر کریں
- C-17** سی۔ ڈی۔ پی آفس کے غیر سرکاری تنظیمات کی رجسٹریشن منسوخ کرنے کے حوالے سے کیا اختیارات ہیں؟
(a) سی۔ ڈی۔ پی آفیسر رجسٹریشن منسوخ کر سکتا ہے
(b) سی۔ ڈی۔ پی آفیسر صرف اعلیٰ حکام کو رجسٹریشن منسوخ کی سفارش کر سکتا ہے
(c) رجسٹریشن کی منسوخی سی۔ ڈی۔ پی آفیسر کی سفارش کے بغیر بھی ہو سکتی ہے
(d) معلوم نہیں
(e) اس کے علاوہ کوئی اختیار ہے تو ذکر کریں
- C-18** سی۔ ڈی۔ پی آفس کے ذریعہ غیر سرکاری تنظیموں کی رجسٹریشن کی منسوخی کے پیچھے سب سے زیادہ عام وجہ کیا ہے؟
(a) غیر سرکاری تنظیموں کی جانب سے رپورٹ جمع نہ کروانا
(b) غیر سرکاری تنظیموں کی طرف سے کسی پروجیکٹ اسرگرمی کا نہ ہونا
(c) غیر ریاستی سرگرمیوں میں ملوث ہونا

- (d) خود برد
(e) مجلس عاملہ کے باقاعدہ انتخابات نہ ہونا
(f) اوپر دی گئی تمام وجوہات
(g) اس کے علاوہ کوئی وجہ ہو تو ذکر کریں
- C-19 کچھ غیر سرکاری تنظیمیں غیر فعال کیوں ہو جاتی ہیں۔
(a) سی۔ ڈی۔ پی آفس کی جانب سے رہنمائی کا نہ ہونا
(b) غیر سرکاری تنظیم کے تنظیمین کی کم یاد دہائی نہ ہونا
(c) غیر سرکاری تنظیم کے تنظیمین میں قابلیت کی کمی
(d) جماعتوں / کمیونٹی کی طرف سے دھرمی
(e) فنڈز / وسائل کی کمی
(f) اوپر دی گئی تمام وجوہات
(g) اس کے علاوہ کوئی وجہ ہو تو ذکر کریں
- C-20 غیر فعال غیر سرکاری تنظیموں کے سلسلہ میں سی۔ ڈی۔ پی آفس کس قسم کا کردار ادا کرتا ہے۔
(a) اعلیٰ حکام کو اطلاع کرتا ہے
(b) اعلیٰ حکام کی ہدایات کی پیروی کرتا ہے۔
(c) خاص قسم کی رہنمائی مہیا کرتا ہے اگر ضرورت ہو تو۔
(d) سرگرمیاں ایک نئی غیر سرکاری تنظیم کے سپرد کر دیتا ہے۔
(e) رجسٹریشن کی منسوخی
(f) معلوم نہیں
(g) اگر کوئی دوسرا کردار ہے تو ذکر کریں
- C-21 سی۔ ڈی۔ پی آفس غیر رجسٹر شدہ غیر سرکاری تنظیمات کے ساتھ کس قسم کا برتاؤ کرتا ہے؟
(a) سی۔ ڈی۔ پی آفس اس غیر سرکاری تنظیم کا کام کرنا روک دیتا ہے
(b) سی۔ ڈی۔ پی آفس اس غیر سرکاری تنظیم کے چندہ جمع کرنے پر پابندی لگا دیتا ہے
(c) سی۔ ڈی۔ پی آفس اعلیٰ حکام کو رپورٹ کر سکتا ہے
(d) کوئی اختیار نہیں
(e) اس کے علاوہ ہے تو ذکر کریں
- C-22 سی۔ ڈی۔ پی آفس کی کمیونٹی کی ترقی میں مصروف غیر سرکاری تنظیموں کے ساتھ کیسا برتاؤ ہے؟
(a) حاکمانہ
(b) شرکت سازی اور قیادت
(c) شرکت سازی جس میں کمیونٹی کے لوگ قیادت کریں
(d) معلوم نہیں
(e) اس کے علاوہ کچھ ہو تو ذکر کریں
- C-23 سی۔ ڈی۔ پی آفس اور غیر سرکاری تنظیموں کے درمیان تعلقات کی نوعیت کیسی ہے؟
(a) رسمی اور اطمینان بخش
(b) رسمی اور غیر اطمینان بخش
(c) رسمی اور اور غیر رسمی دونوں قسم کے تعلقات
(d) غیر رسمی اور اطمینان بخش
(e) غیر رسمی اور غیر اطمینان بخش
(f) معلوم نہیں
(g) اس کے علاوہ کسی قسم کے تعلقات ہوں تو ذکر کریں

سیکشن۔ D سی۔ ڈی۔ پی آفس کا معاشرہ کیونٹی میں براہ راست داخلہ

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

D-1 چلی سٹی پر کیونٹی میں سی۔ ڈی۔ پی آفس کے براہ راست داخلہ کی نوعیت کیا ہے؟

(a) کبھی کبھار خصوصی سرکاری ہدایات کی صورت میں

(b) دیئے گئے اختیارات کے مطابق باقاعدگی سے

(c) کیونٹی کے لوگوں کی طرف سے درخواست کی صورت میں

(d) غیر سرکاری تنظیم کے کہنے پر

(e) DDO/SWO کا اپنا فیصلہ

(f) سی۔ ڈی۔ پی آفس کا کیونٹی میں براہ راست داخلہ نہیں ہوتا

(g) اگر کوئی دوسرا طریقہ ہے تو ذکر کریں

D-2 جب سی۔ ڈی۔ پی آفس معاشرہ کیونٹی میں آزادانہ طور پر براہ راست داخلہ انداز کی نوعیت کیا ہوتی ہے؟

(a) اعلیٰ حکام کی ہدایات پر سی۔ ڈی۔ پی آفس کی طرف سے کیونٹی میں پروگرام اپر اچیکٹ کی شروعات

(b) خود سے پروجیکٹ اپر وگرام کی شروعات

(c) سی۔ ڈی۔ پی آفس کیونٹی کی درخواست پر پراجیکٹ اپر وگرام شروع کرتا ہے

(d) کسی غیر سرکاری تنظیم کی طرف سے تجویز کردہ پروجیکٹ اپر وگرام کی شروعات

(e) لوگوں کی ضروریات اور مسائل جاننے کے لئے کیونٹی کے لوگوں سے ملاقاتوں کا انعقاد

(f) کیونٹی کے لوگوں کی ضروریات اسٹائل جاننے کے لئے تحقیقاتی کام

(g) غیر سرکاری تنظیمات کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام

(h) سی۔ ڈی۔ پی آفس کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام

(i) غیر سرکاری تنظیمات کی رجسٹریشن کیلئے

(j) ہنگامی حالات کی صورت میں

(k) معلوم نہیں

(l) اس کے علاوہ کوئی نوعیت ہے تو ذکر کریں

D-3 سی۔ ڈی۔ پی آفس کا کیونٹی میں براہ راست داخلہ کی صورت میں کام کرنے کا انداز کیا ہوتا ہے؟

(a) حاکمانہ

(b) شراکتی اور قائدانہ

(c) شراکتی اور کیونٹی کے لوگوں کی قیادت میں

(d) کیونٹی میں لوگوں کی قیادت میں کام کرنا

(e) معلوم نہیں

(f) اس کے علاوہ کوئی انداز ہے تو ذکر کریں

D-4 کیونٹی کے لوگ سی۔ ڈی۔ پی آفس کی براہ راست داخلہ انداز کی صورت کتنے معاون ہوتے ہیں؟

(a) بہت حد تک معاون

(b) معاون

(c) درمیانے درجے تک معاون

(d) غیر معاون

(e) معلوم نہیں

D-5 سی۔ ڈی۔ پی آفس کے کیونٹی میں براہ راست داخلہ کی صورت میں غیر سرکاری تنظیمیں سی۔ ڈی۔ پی آفس سے کتنا تعاون کرتی ہیں؟

(a) بہت حد تک معاون

(b) معاون

(c) درمیانے درجے تک معاون

(d) غیر معاون

(e) معلوم نہیں

- D-6 سی۔ ڈی۔ پی آفس کی طرف سے براہ راست داخلہ شروعات کے صورت میں پروجیکٹ کی منصوبہ بندی کون کرتا ہے؟
- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
(b) ایگزیکٹو ڈسٹرکٹ آفیسر
(c) ڈسٹرکٹ آفیسر
(d) ڈپٹی ڈسٹرکٹ آفیسر
(e) کمیونٹی کے لوگ
(f) اس کے علاوہ کوئی منصوبہ بندی کرتا ہے تو اس کا ذکر کریں
- D-7 سی۔ ڈی۔ پی آفس کی طرف سے کمیونٹی میں کوئی پروجیکٹ شروع کرنے کی صورت میں فیصلہ سازی کون کرتا ہے؟
- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
(b) ایگزیکٹو ڈسٹرکٹ آفیسر
(c) ڈسٹرکٹ آفیسر
(d) ڈپٹی ڈسٹرکٹ آفیسر
(e) کمیونٹی کے لوگ
(f) اگر کوئی اور سے تو ذکر کریں
- D-8 سی۔ ڈی۔ پی آفس کی کارکردگی کیسے جانچی جاتی ہے؟
- (a) سی۔ ڈی۔ پی آفس ٹیم کی سالانہ رپورٹ (ACRs)
(b) فنڈز کا حساب کتاب (Audit)
(c) جمع کروائی گئی رپورٹس کے ذریعے
(d) اعلیٰ حکام کے دوروں کے ذریعے
(e) جانچ پڑتال تحقیق کرنے کے بعد
(f) اوپر دیے گئے تمام ذرائع سے
(g) کوئی جانچ پڑتال نہیں کی جاتی
(h) اس کے علاوہ کوئی ذریعہ ہے تو ذکر کریں
- D-9 مقامی حکومتوں کا حصہ ہونے کی صورت میں سی۔ ڈی۔ پی آفس کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
(b) اطمینان بخش
(c) درمیانی
(d) غیر اطمینان بخش
(e) معلوم نہیں
- D-10 سی۔ ڈی۔ پی آفس صوبائی حکومت کا کمیونٹی کی ترقی کے لئے بنیادی اور براہِ پروگرام ہے اس حوالے سے سی۔ ڈی۔ پی آفس کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
(b) اطمینان بخش
(c) درمیانی
(d) غیر اطمینان بخش
(e) معلوم نہیں

پیشکش E۔ کمیونٹی ڈویلپمنٹ پراجیکٹ کی ضروریات اور مسائل

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

- E-1 سی۔ ڈی۔ پی آفس کی بہتر کارکردگی میں حائل مالی مسائل کی نشاندہی کیجئے؟
- (a) سی۔ ڈی۔ پی آفس کی فنڈنگ میں التواء
(b) سی۔ ڈی۔ پی آفس کے لئے ناکافی فنڈز
(c) سی۔ ڈی۔ پی آفس کے لئے سفری اخراجات کا ناکافی ہونا
(d) غیر سرکاری تنظیموں کے لئے ناکافی فنڈز

- (e) سی۔ ڈی۔ پی آفس کی کم تنخواہیں
(f) کوئی مسائل نہیں
(g) معلوم نہیں
(h) اس کے علاوہ کوئی مالی مسئلہ ہو تو ذکر کریں
- E-2 سی۔ ڈی۔ پی آفس کی اچھی کارکردگی کے لئے اس کے دفتری انتظامات میں زیادہ تر کون سے مسائل درپیش ہیں؟
(a) مناسب عمارت کا نہ ہونا
(b) ناکافی دفتری سامان
(c) شاف کے لئے کے ذرائع آمدورفت کا نہ ہونا
(d) شاف کی کمی
(e) کوئی مسئلہ نہیں ہے
(f) معلوم نہیں
(g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-3 کیا سی۔ ڈی۔ پی شاف کی تربیت کے حوالے سے کوئی مسئلہ ہے جی۔ ڈی۔ پی آفس کی کارکردگی کو متاثر کرتا ہو؟
(a) غیر تربیت یافتہ سی۔ ڈی آفیسر (ڈی۔ ڈی۔ او)
(b) غیر تربیت یافتہ سپروائزر
(c) غیر تربیت یافتہ کلرک
(d) غیر تربیت یافتہ معاون عملہ
(e) تربیت سے متعلق کوئی مسئلہ نہیں ہے
(f) معلوم نہیں
(g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-4 غیر سرکاری تنظیموں کی رجسٹریشن کے حوالے سے سی۔ ڈی۔ پی آفس کے اہم مسائل کی نشاندہی کریں۔
(a) رجسٹریشن کا بہت طویل اور پیچیدہ طریقہ کار
(b) غیر سرکاری تنظیموں کا رجسٹریشن کے دوران عدم تعاون
(c) رجسٹریشن کے وقت اخفی حکام کا عدم تعاون
(d) غیر سرکاری تنظیموں کی رجسٹریشن کی منسوخی
(e) غیر سرکاری تنظیموں کی رجسٹریشن کے لئے سیاسی دباؤ
(f) رجسٹریشن سے متعلق کوئی مسئلہ نہیں
(g) معلوم نہیں
(h) اس کے علاوہ کوئی مسئلہ ہو تو ذکر کریں
- E-5 رجسٹر شدہ غیر سرکاری تنظیموں کے ساتھ کام کرنے کے دوران ان تنظیموں کی وجہ سے سی۔ ڈی۔ پی آفس کے کام کرنے کو متاثر کرنے والے اہم مسائل کی نشاندہی کریں۔
(a) معمول کی ترقیاتی رپورٹ کا نہ دینا
(b) حساب کتاب (آڈٹ) رپورٹ کا نہ دینا
(c) سرگرمی یا کام نہ کرنا
(d) اجلاسوں میں غیر حاضر رہنا
(e) ہنگامی حالات میں تعاون نہ کرنا
(f) قومی اور بین الاقوامی ایام کو منانے کے لئے تعاون نہ کرنا
(g) غیر سرکاری تنظیموں میں سیاسی مداخلت یا سیاسی فضاء
(h) کیونٹی کے لوگوں سے رابطے نہ ہونا
(i) غیر سرکاری تنظیموں کے ساتھ کام کرنے سے کوئی مسئلہ نہیں
(j) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-6 سی۔ ڈی۔ پی آفس کو کیونٹی میں لوگوں سے براہ راست رابطہ کرنے میں کیا مسائل پیش آتے ہیں؟
(a) سرکاری طور پر اجازت نہیں
(b) آفیسر نہیں جانتا

- (c) غیر سرکاری تنظیمیں رکاوٹیں پیدا کرتی ہیں
(d) کمیونٹی کے لوگ نہیں چاہتے
(e) سی۔ ڈی۔ پی آفس کے رابطہ کی ضرورت نہیں ہوتی اس لئے کہ غیر سرکاری تنظیمیں پہلے کام کر رہی ہیں
(f) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-7 کمیونٹی کے لوگوں میں سی۔ ڈی۔ پی آفس کے بارے میں آگاہی نہ ہونے سے سی۔ ڈی۔ پی آفس کو کون سے اہم مسائل کا سامنا کرنا پڑتا ہے؟
(a) شعور بیدار کرنے کے لئے رقم نہیں
(b) شعور بیدار کرنے کے لئے سٹاف نہیں
(c) ادارہ کی پالیسی کی وجہ سے
(d) کثرت آبادی کی وجہ سے
(e) غیر سرکاری تنظیمیں اپنا کردار ادا نہیں کر رہی
(f) کمیونٹی کے لوگ دلچسپی نہیں لیتے
(g) آگاہی سے متعلق کوئی مسئلہ نہیں
(h) اس کے علاوہ کوئی مسئلہ ہے تو بیان کریں

سیکشن F۔ سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری کے لئے تجاویز

- F-1 آپ وزارت سماجی بہبود کو سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟
(i)
(ii)
(iii)
(iv)
(v)
- F-2 آپ غیر سرکاری تنظیموں کو سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟
(i)
(ii)
(iii)
(iv)
(v)
- F-3 آپ کمیونٹی کے لوگوں کو سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟
(i)
(ii)
(iii)
(iv)
(v)
- F-4 آپ سی۔ ڈی۔ پی آفس پر تصانیات آفیسر کو سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟
(i)
(ii)
(iii)
(iv)
(v)
- آپ کی کوئی اور رائے یا تجویز

رضامندی فارم برائے ڈپٹی ڈسٹرکٹ آفیسرز، کیونٹی ڈویلپمنٹ پراجیکٹس
پراجیکٹ کا نام: صوبہ پنجاب (پاکستان) میں کیونٹی ڈویلپمنٹ پراجیکٹس کا مطالعہ

پراجیکٹ کا مختصر تعارف

اس تحقیق کا مقصد پنجاب میں گورنمنٹ کے زیر انتظام کام کرنے والے کیونٹی ڈویلپمنٹ پراجیکٹس کے کام، مسائل اور ضروریات کو کیونٹی ڈویلپمنٹ کے حوالے سے جاننا ہے۔

اس رضامندی فارم پر دستخط کرنے سے یہ سمجھا جائے گا کہ آپ نے دی گئی معلوماتی شیٹ کو پڑھا ہے اور سمجھا ہے۔ اور اس تحقیقی مطالعہ میں حصہ لینے کے لئے رضامند ہیں۔

تاریخ:

شرکت کرنے والے شخص کا نام:

شرکت کرنے والے شخص کے دستخط:

رضامندی حاصل کر نیوالے شخص کا نام:

رضامندی حاصل کر نیوالے شخص کے دستخط:

Appendix-V (Information Sheet for NGOs Representatives)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

INVITATION TO TAKE PART IN A RESEARCH STUDY

You are being invited to take part in this study. Please take time to read the following information carefully. This data collection is part of PhD research study conducted by **Asif Naveed Ranjha** (PhD Research Student in School of Education, Social Work and Community Education at Dundee University, UK) under supervision of **Prof. Dr. Timothy Kelly** and **Dr. Murray Simpson** (Research Supervisors).

PURPOSE OF THE RESEARCH STUDY

This research study is mainly to explore the working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan. The objectives are:

- To study the present administrative mechanism, staff availability, staff trainings, working and coverage of community development projects
- To explore registration process of NGOs through Community Development Projects and relationships between NGOs and community development projects.
- To study the needs and problems of both community development projects and officers appointed regarding effective working.
- To find out suggestions and future strategies for strengthening and improving working of community development projects.

CONTENT OF QUESTIONNIRE

Data will be collected from Community Development Officers, NGOs registered with CD Projects and NGOs not registered with CD Projects through questionnaires. Contents of questionnaires include questions about community development project, its working, working of staff, population coverage, registration of NGOs and relationships with NGOs. Some questions are to know about the problems and needs of CD Projects and to get suggestions for CD Projects better working.

BENEFITS OF PARTICIPATION

The results of this study will be beneficial to make the community development process more effective with special reference to the working of policy makers, CD projects and NGOs. Though the benefits of participation for taking part in this research will be indirect, your responses will be helpful for academic as well as practical and policy purposes. A summary of findings will be provided to you after completion of research.

TIME COMMITMENT

You will have to respond to a questionnaire. This should take no more than an hour and will be organised according to your convenience. You can omit any question or withdraw at any stage as your participation is voluntary.

TERMINATION OF PARTICIPATION

Your participation is completely voluntary. You will be given this information sheet to keep and be asked to sign a consent form if you decide to take part. You are free to withdraw from

responding any question and at any time if you feel any problem. Your termination decision will not affect you in anyway.

RISKS

I do not anticipate any drawbacks to you from your participation apart from you giving me your valuable time.

CONFIDENTIALITY

Any information given by you will be kept confidential. I will not use your name against any information and nobody can link the information by your name. Data will be treated and protected according to the Data Protection Act of Scotland.

FOR FURTHER INFORMATION ABOUT THIS RESEARCH STUDY

In case of any queries regarding this research, please contact Asif Naveed Ranjha by email at A.Ranjha@dundee.ac.uk or on 923004260216 (UK # 00441382381501).

The University Research Ethics Committee of the University of Dundee has reviewed and approved this research study.

Appendix-VI (Informed Consent Form for NGOs Representatives)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

BRIEF SUMMARY OF PROJECT

This research study is mainly to explore working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan.

By signing below you are agreeing that you have read and understood the Participant Information Sheet and that you agree to take part in this research study.

Printed name of person obtaining consent

Participant's signature

Date

Printed name of person obtaining consent

Signature of person obtaining consent

Appendix-VII (Questionnaire for NGOs Representatives)

Data provided will be Confidential

Date:

Time:

Code # -----

District # -----

Organisation name: -----

Address: -----

Instructions: Unless otherwise stated, please tick only one option and if necessary then tick more than one.
You can omit any question or withdraw at any stage as your participation is voluntary.

Section A: Personal and organisation information

A 1. Gender:

- a) Male
- b) Female

A 2. Age: _____

A 3. Highest Academic Qualification:

- a) PhD
- b) MPhil
- c) Masters
- d) Bachelors
- e) Intermediate
- f) Matriculation
- g) Diploma
- h) Certificate
- i) Other, please mention _____

A 4. Position/ designation in Organisation: _____

A 5. Work experience in organisation: _____ Years

A 6. When was this organisation set up? _____

A 7. When was this organisation registered with this CD Project? _____

A 8. What is the coverage of organisation?

- a) Local
- b) District
- c) Provincial
- d) National
- e) International

Section B: CDP office information

B 1. How did you hear about working of CDP office in your area?

- a) Through awareness program of CDP office
- b) From District Social Welfare Office
- c) From any registered NGO
- d) from advertisement

- e) From community people
- f) Do not know
- g) Other, please mention _____

B 2. Which department heads working of the CDP office?

- a) District Local government
- b) Provincial Social welfare Department
- c) Both above
- d) National Social Welfare Ministry
- e) Do not know
- f) Other, please mention _____

B 3. What is the population coverage of this CD Project?

- a) Less than 20000 people
- b) 20000 – 25000 people
- c) 25000 – 35000 people
- d) More than 35000 people
- e) Do not know

B 4. How do you see staff availability at CDP office against work load?

- a) Staff is available
- b) Shortage of staff
- c) Do not know
- d) Other, please mention _____

B 4.1. If shortage, is there need to recruit new staff?

- a) Yes
- b) No
- c) Do not know

B 5. How trained is CDP office staff to run all matters associated with NGOs and community development in this area?

- a) Well trained
- b) Trained
- c) Not trained
- d) Do not know

B 5.1. If not trained, what kind of training do you recommend for CDP office staff?

- a) Roles and responsibilities of DD/SW officer
- b) Office management
- c) Budgeting
- d) NGO Record Maintenance
- e) Project designing
- f) Refresher Courses
- g) Other, please mention _____
- h) No training is needed

B 6. How do you rank the working/performance of the CD Project staff overall?

- a) Very good
- b) Good
- c) Average
- d) Not good/poor
- e) Very poor
- f) Do not know

Section C: Registration from and working with CDP office

C 1. Do individuals and community groups have awareness about NGOs registration through CDP office?

- a) Yes
- b) No
- c) Do not know

C 1.1. If not aware, what are the reasons they are not aware?

- a) No awareness campaign by CDP office
- b) No awareness campaign by registered NGOs
- c) Other options for NGOs registration

- d) Lack of interest on part of community people regarding CDP office and NGOs
- e) Other, please mention _____

C 2. Who takes initiative for NGO registration mostly?

- a) Communities themselves
- b) Supervisors put up case
- c) DDO/SWO
- d) Referral
- e) Other, please mention _____

C 3. What kind of facilitation is offered by CDP office for registration of NGO?

- a) Verbal Guidance
- b) Pamphlets/Brochures
- c) Provision of forms
- d) Field visits
- e) All above
- f) Other, please mention _____

C 4. What do people seeking NGO registration mostly do during the registration process through CDP office?

- a) Follow instructions of CDP office
- b) Extra conscious about registration
- c) Put pressures on CDP office for registration except following instructions
- d) Forget after filing registration case
- e) Other, please mention _____

C 5. How do you rate the level of consistency of this NGOs objectives with the instructions of the CDP office and with community needs and problems at registration time?

- a) High consistency
- b) Consistency
- c) Less consistency
- d) No consistency
- e) Do not know

C 6. How does CDP office verify the NGOs registration case?

- a) File reading
- b) Office verification
- c) Bank account verification
- d) Membership verification
- e) No verification
- f) Do not know
- g) Other, please mention _____

C 6.1. If verification, who verifies?

- a) CDP officer (DDO/SWO)
- b) Supervisors/Staff
- c) Higher authorities
- d) All above
- e) Other, please mention _____

C 7. What is estimated duration of an NGO registration through the CDP office?

- a) Less than one month
- b) One month
- c) Two months
- d) Three months
- e) More than three months
- f) Other, please mention _____

C 8. What are your views about the official registration process of NGOs through the CDP office?

- a) Easy and short
- b) Easy but lengthy
- c) Complicated and lengthy
- d) Complicated but short
- e) Other, please mention _____

C 9. How does the CDP office facilitate NGO's functioning after registration?

- a) Funding
- b) Trainings
- c) Legal aid

- d) Counseling
- e) Awareness about transitions
- f) All of the above
- g) Do not know
- h) Other, please mention _____

C 10. How does the CDP office usually contact/interact with registered NGOs?

- a) Regular NGOs site visits
- b) Telephone
- c) Through mail
- d) Through email
- e) Meeting
- f) All above
- g) No contact
- h) Other, please mention _____

C 11. How often does the CDP office schedule meetings with registered NGOs?

- a) Daily
- b) Weekly
- c) Monthly
- d) Quarterly
- e) Rarely
- f) Never
- g) Other, please mention _____

C 12. If the CDP office conducts meetings, what is the main purpose/agenda?

- a) To discuss NGO performance and needs
- b) To discuss CDP office working
- c) To discuss new programs/projects for NGOs
- d) To discuss community needs and problems
- e) Training of NGOs
- f) Do not know
- g) Other, please mention _____

C 13. What kind of assistance is mostly requested by NGOs from the CDP office?

- a) Direct funding
- b) Guidance about funding
- c) Training on project proposal writing
- d) Office management training
- e) Program management
- f) Record keeping
- g) Coordination with other NGOs
- h) All above
- i) No assistance is requested
- j) Other, please mention _____

C 14. In which areas are NGOs providing community development services with assistance of this CDP office?

- a) Education
- b) Health
- c) Women's welfare
- d) Child welfare
- e) Youth welfare
- f) Disable welfare
- g) Old people welfare
- h) Welfare of widows/orphans/homeless
- i) Patient welfare
- j) Sewerage
- k) Sanitation
- l) Community centre
- m) Recreation
- n) Family Planning
- o) Environment
- p) Vocational
- q) Juvenile justice
- r) Coordination of NGOs
- s) Awareness of Social Problems
- t) All above
- u) Do not know
- v) Other, please mention _____

C 15. How does the CDP office mostly assess NGOs performance?

- a) Field visits by CD officer
- b) Field visits by supervisors/junior staff
- c) Inspection of NGO office record
- d) Progress reports by NGOs
- e) Audit reports of NGOs
- f) News through community people
- g) Evaluative research
- h) No assessment
- i) Other, please mention _____

C 16. Does the CDP office play a role in the event of any emergency in the community?

- a) Yes
- b) No
- c) Do not know

C 16.1. If Yes, how does the CDP office provide services?

- a) Direct service in emergency area
- b) Services provision on instructions of higher authorities
- c) Indirect services through NGOs
- d) Assisting higher authorities or other departments to provide services in emergency areas
- e) Do not know
- f) Other, please mention _____

C 16.2. What kinds of services are provided by the CDP office during emergencies in the community?

- a) Collection of goods
- b) Collection of food items
- c) Health services
- d) Tents
- e) Blood donation
- f) Shelter
- g) Rehabilitation
- h) Counseling
- i) Other, please mention _____

C 16.3. How cooperative NGOs are on help call by the CDP office during any emergency in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

C 17. What is the authority of the CDP office regarding cancellation of registered NGO?

- a) CDP officer can cancel registration
- b) CDP officer can only recommend to higher authorities
- c) Cancellation can be done without recommendation of CDP office
- d) Do not know
- e) Other, please mention _____

C 18. Why do some NGOs become non-working NGOs?

- a) No guidance by CDP office
- b) Less/No interest of NGO management
- c) Incompetency of NGO management
- d) Poor response by communities
- e) Lack of funding/resources
- f) All above
- g) Other, please mention _____

C 19. What kind of role is played by the CDP office in case of a non-working NGO?

- a) Report to higher authorities
- b) Follow instructions of higher authorities
- c) Specific guidance if needed
- d) Handing over to other people
- e) Cancellation of registration
- f) Do not know
- g) Other, please mention _____

C 20. How does the CDP office deal with non-registered NGOs? (circle as many as apply)?

- a) CDP office can stop working of that NGO
- b) CDP office can ban fundraising by that NGO
- c) CDP office can report to higher authorities
- d) No authority
- e) Other, please mention _____

C 21. What is the way of the CDP office dealing with NGOs engaged in community development?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by community people
- d) Do not know
- e) Other, please mention _____

C 22. What is nature of problems faced by NGOs registered with CDP office?

- a) Insufficient funding from CDP
- b) No funding from CDP
- c) Extra strict assessment/evaluation by CDP
- d) No funding from private donors
- e) Financial burden by CDP office
- f) Limited geographical coverage
- g) Limited service areas
- h) Extra and un-official services for CDP office
- i) Other, please mention _____

C 23. What are important needs of NGOs registered with CDP office?

- a) Funding from CDP
- b) Funding opportunities from private donors
- c) Broader graphical coverage
- d) Broader service areas
- e) Project designing training from CDP office
- f) Proper linkage with Social Welfare Ministry through CDP office
- g) Other, please mention _____

C 24. What is the nature of the relationship between the CDP office and NGOs?

- a) Formal and satisfactory
- b) Formal but unsatisfactory
- c) Both formal and informal
- d) Informal and satisfactory
- e) Informal and unsatisfactory
- f) Do not know
- g) Other, please mention _____

Section D: Direct Intervention of CDP office in community**D 1. What is the nature of direct intervention by the CDP office at a grass roots level in the community?**

- a) Occasionally on special official instructions
- b) Regular as per given authority
- c) Request from community people
- d) On advice of NGO
- e) Self decision of DDO/SWO
- f) No intervention
- g) Other, please mention _____

D 2. If CDP office makes direct/independent intervention, what is nature of that?

- a) Project/program initiated by CDP office on instructions of authorities
- b) Self decided Project/program in response to community needs/problems
- c) Project/program initiated by CDP office on demand of community
- d) Project/program initiated by CDP office suggested by any NGO
- e) Meetings with people in communities to learn about their needs and problems
- f) Research work to know needs and problems of people in communities
- g) Research work to assess the working of NGOs
- h) Research work to assess the working of CDP office
- i) For registration of NGOs
- j) Working in emergency

- k) Do not know
- l) Other, please mention _____

D 3. What is the way of dealing by CDP office during direct intervention in the community?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by people in communities
- d) Follow people in communities
- e) Do not know
- f) Other, please mention _____

D 4. How cooperative are NGOs with the CDP office on direct intervention by CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 5. How cooperative are NGOs with the CDP office on direct intervention by CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 6. Who plans any project to be initiated directly by CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) People in communities
- f) Other, please mention _____

D 7. Who is decision making authority in implementation of any project to be initiated directly by the CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) Communities
- f) Other, please mention _____

D 8. How satisfactory is the performance of the CDP office as part of the local government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Unsatisfactory
- e) Do not know

D 9. How satisfactory is the performance of the CDP office as a major community development programme run by provincial government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Unsatisfactory
- e) Do not know

D 10. How should the performance of the CDP office be evaluated?

- a) Annual Confidential Reports of CDP office staff (ACRs)
- b) Audit of funds
- c) Through submitted reports
- d) Visits by higher authorities
- e) Reports from NGOs
- f) Evaluative research
- g) All above
- h) No evaluation
- i) Other, please mention _____

Section E: Needs and Problems of CD Project

E 1. Identify the nature of any financial problems faced by CDP office in smooth working?

- a) Delay in funding for CDP office
- b) Insufficient funding for CDP office
- c) Insufficient TA/DA for CDP office staff
- d) Insufficient funding for NGOs
- e) Low salaries of CDP staff
- f) No problem
- g) Do not know
- h) Other, please mention _____

E 2. Identify any major problems related to CDP office management in smooth working?

- a) No proper building
- b) No proper office equipment
- c) No vehicle for staff movement
- d) Shortage of staff
- e) No problem
- f) Do not know
- g) Other, please mention _____

E 3. Are there any major problems related to training of the CDP staff which affect its smooth working?

- a) No trained CD officer (DDO/SWO)
- b) No trained supervisors
- c) No trained clerk
- d) No trained lower staff
- e) No training problem
- f) Do not know
- g) Other, please mention _____

E 4. Identify any major problems faced by the CDP office related to registration of NGOs?

- a) Too long and complicated registration process
- b) Non-cooperation of NGOs during registration
- c) Non-cooperation of higher authorities for in time registration
- d) De-registration of NGOs
- e) Political pressure for registration
- f) No problem related to registration
- g) Do not know
- h) Other, please mention _____

E 5. Identify any major problems related to working with registered NGOs which affect the smooth working of CDP office?

- a) No routine progress report
- b) No audit report
- c) No field activities
- d) No meeting attendance
- e) No cooperation during emergencies
- f) No cooperation on celebration of national and international days
- g) Political involvement in NGOs
- h) No contact with people in communities
- i) No problem related working with NGOs
- j) Other, please mention _____

E 6. Identify any major problems faced by the CDP office in making direct contact with people in communities?

- a) Officially not allowed
- b) Officer does not want
- c) NGOs create hurdles
- d) People in communities do not want
- e) No need as NGOs are already working
- f) Other, please mention _____

E 7. Identify any major problems regarding un-awareness of people in communities about working of CDP office in the community?

- a) Lack of finances for awareness
- b) Shortage of staff for awareness
- c) Due to policy matter

- d) Due to overpopulation
- e) NGOs do not play role for awareness
- f) People in communities are not interested
- g) No awareness problem exists
- h) Other, please mention _____

Section F: Suggestions to improve the working of CD Projects

F 1. What are your suggestions for the Ministry of Social Welfare to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 2. What are your suggestions for NGOs to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 3. What are your suggestions for people in communities to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 4. What are your suggestions for CD officers to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

Any other comments or suggestions

Thanks for Your Cooperation

Appendix-VIII (Urdu Questionnaire for NGOs Representatives)

کی ڈی۔ای۔ پی ایف ایس سے رہنمائی شدہ غیر سرکاری تنظیموں (NGOs) کے لئے سوالنامہ

آپ کی طرف سے دی گئی معلومات کو پیشہ راز میں رکھا جائے گا

..... کوڈ نمبر
..... ضلع کا نام
..... کیونٹی ڈیولپمنٹ پراجیکٹ
..... تنظیم کا نام
..... ایڈریس

حداہیات: جب تک ضرورت نہ ہو یا ہدایات شدہ جاتے صرف ایک جواب کا انتخاب کریں، آپ کی شرکت رضا کارانہ طور پر ہے لہذا آپ کسی مرحلے یا کسی سوال کو چھوڑ سکتے ہیں

سیکشن - A ذاتی اور تنظیم کی معلومات

- A-1 جنس (a) مرد (b) عورت
- A-2 عمر سال
- A-3 اعلیٰ ترین تعلیم (a) بی۔ ایچ۔ ڈی (b) ایم۔ فل (c) ایم۔ اے (d) بی۔ اے (e) ایف۔ اے / مساوی (f) میٹرک (g) ڈپلومہ (h) سیکولٹ (i) اس کے علاوہ کوئی تعلیم ہے تو ذکر کریں
- A-4 تنظیم میں موجود مہمہ؟
- A-5 تنظیم میں کام کا تجربہ؟
- A-6 یہ تنظیم کب بنی؟
- A-7 یہ تنظیم سی۔ ڈی۔ پی ایف ایس کے ساتھ کب رجسٹر ہوئی؟
- A-8 اس تنظیم کے کام کا جغرافیائی دائرہ کار کیا ہے؟ (a) علاقائی / لوکل (b) ضلعی (c) صوبائی (d) قومی (e) بین الاقوامی

سیکشن - B کیونٹی ڈیولپمنٹ پراجیکٹ آفس کے بارے میں معلومات

- B-1 آپ نے اپنے علاقہ میں سی۔ ڈی۔ پی ایف ایس کے کام کے بارے میں کیسے سنا؟ (a) سی۔ ڈی۔ پی ایف ایس کی جانب سے آگاہی پروگرام کے ذریعے (b) ڈسٹرکٹ آفس سوشل ویلفیئر کے ذریعے (c) کسی رجسٹرڈ غیر سرکاری تنظیم کے ذریعے (d) اشتہارات کے ذریعے

- (e) کیڑائی کے لوگوں سے
(f) معلوم نہیں
(g) کسی اور سے تو ذکر کریں
- B-2 سی۔وی۔ای۔ پیپلز کس ادارہ کے تحت کام کرتا ہے؟
(a) انسٹرکٹ لوکل گورنمنٹ
(b) صوبائی سوشل ویلفیئر ڈیپارٹمنٹ
(c) اوپریٹنگ ڈیپارٹمنٹ
(d) قومی وزارت سماجی بہبود
(e) معلوم نہیں
(f) اگر کوئی اور ہے تو ذکر کریں
- B-3 سی۔وی۔ای۔ پیپلز کتنی آبادی کا احاطہ کرتا ہے؟
(a) 20 ہزار افراد سے کم
(b) 20 ہزار افراد سے 25 تک
(c) 25 ہزار افراد سے 35 ہزار تک
(d) 35 ہزار افراد سے زائد
(e) معلوم نہیں
- B-4 آپ سی۔وی۔ای۔ پیپلز میں ملنے والی فراہمی کے بارے میں کیا جانتے ہیں؟
(a) عملہ مکمل ہے
(b) عملہ کی کمی ہے
(c) معلوم نہیں
(d) اگر کچھ اور ہے تو ذکر کریں
- B-4.1 اگر عملہ کی کمی ہے تو کیا اپنا عملہ مکمل کی ضرورت ہے؟
(a) ہاں
(b) نہیں
(c) معلوم نہیں
- B-5 سی۔وی۔ای۔ پیپلز کا عملہ کس حد تک تربیت یافتہ ہے جو غیر سرکاری تنظیموں اور کمیونٹی کی ترقی کے معاملات چلاتا ہے؟
(a) بہت تربیت یافتہ
(b) تربیت یافتہ
(c) تربیت یافتہ نہیں
(d) معلوم نہیں
- B-5.1 اگر تربیت یافتہ نہیں تو آپ کے خیال میں سی۔وی۔ای۔ پیپلز کے عملہ کو کس قسم کی ٹریننگ کی ضرورت ہے؟ (چتنے جوابات مختلف ہوں ان پر دائرہ لگائیں)
(a) سوشل ویلفیئر آفیسر کا کردار اور ذمہ داریاں
(b) دفتری انتظامات
(c) بجٹ تیار کرنا
(d) غیر سرکاری تنظیموں کا ریکارڈ سنبھالنا
(e) پروجیکٹ بنانا
(f) رپورٹنگ کرنا
(g) اگر کسی اور ٹریننگ کی ضرورت ہے تو ذکر کریں
(h) کسی تربیت کی ضرورت نہیں
- B-6 آپ سی۔وی۔ای۔ پیپلز سٹاف کی مجموعی کارکردگی کا کام کرنے کو کس درجہ پر رکھتے ہیں۔
(a) بہت اچھا
(b) اچھا
(c) درمیانہ
(d) اچھا نہیں
(e) بہت خراب
(f) معلوم نہیں

(g) تصدیق کا کوئی اور ذریعہ و توثیق کریں

- C-6.1** اگر تصدیق کی جاتی ہے تو کون کتنے؟
- (a) سی۔ ڈی۔ پی آفیسر (DDO)
- (b) سپروائزر مگران
- (c) اعلیٰ حکام
- (d) اوپر دیے گئے تمام ذرائع سے
- (e) اس کے علاوہ کوئی ہے تو ذکر کریں
-
- C-7** سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کا اندازہ دہانیہ کتنا ہے۔
- (a) ایک ماہ سے کم
- (b) ایک ماہ
- (c) دو ماہ
- (d) تین ماہ
- (e) تین ماہ سے زیادہ
- (f) اس کے علاوہ ہے تو ذکر کریں
-
- C-8** سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کے بارے میں آپ کیا رائے رکھتے ہیں؟
- (a) مختصر اور آسان
- (b) آسان مگر طویل
- (c) پیچیدہ اور طویل
- (d) پیچیدہ اور آسان
- (e) اس کے علاوہ ہے تو ذکر کریں
-
- C-9** سی۔ ڈی۔ پی آفس غیر سرکاری تنظیموں کی رجسٹریشن کے بعد کس طرح کی معاونت اہمیت دیتا ہے۔
- (a) فنڈز کی فراہمی
- (b) ٹریننگ
- (c) قانونی مدد
- (d) مشاورت کی فراہمی
- (e) افسر شاہی میں تہہ بندی کے بارے میں معلومات
- (f) اوپر دی گئی تمام قسم کی معاونت
- (g) معلومات نہیں
- (h) اس بارے میں کوئی اس کے علاوہ معاونت فراہم کی جاتی تو ذکر کریں
-
- C-10** سی۔ ڈی۔ پی آفس عام غیر سرکاری تنظیموں سے رابطہ کیسے کرتا ہے؟
- (a) غیر سرکاری تنظیموں کا موقع پر یا قاعدہ دورو۔
- (b) ٹیلی فون
- (c) خط کے ذریعے
- (d) برقی ڈاک کے ذریعے ای۔ میل
- (e) ملاقات کر کے
- (f) اوپر دی گئی تمام ذرائع سے
- (g) کوئی رابطہ نہیں ہوتا
- (h) رابطہ کا کوئی اور ذریعہ ہے تو ذکر کریں
-
- C-11** رجسٹر شدہ غیر سرکاری تنظیموں سے سی۔ ڈی۔ پی آفس کب ملے شدہ ملاقاتیں کرتا ہے؟
- (a) روزانہ
- (b) ہفتہ وار
- (c) ماہانہ
- (d) ہر پندرہ دن بعد
- (e) کبھی کبھار
- (f) کوئی ملاقات نہیں ہوتی
- (g) اس کے علاوہ ہے تو ذکر کریں
-

- C-12** اگر سی۔ڈی۔ پی ایچ ایس ملاقات کرتا ہے تو اس کا اہم مقصد لاہجہ ڈاک کیا ہوتا ہے۔
- (a) غیر سرکاری تنظیم کی ضروریات اور کارکردگی کا جائزہ لینا
- (b) سی۔ڈی۔ پی ایچ ایس کے کام طریقہ کار پر بات کرنا
- (c) غیر سرکاری تنظیموں کے لئے پراجیکٹ ایڈگراہم پر بات کی جاتی ہے
- (d) کیونکہ سی۔ڈی۔ پی ایچ ایس ضروریات اور مسائل پر بات کی جاتی ہے
- (e) غیر سرکاری تنظیموں کی ٹریننگ
- (f) معلوم نہیں
- (g) اس کے علاوہ کوئی مقصد ہوتا ہے تو ذکر کریں
- C-13** غیر سرکاری تنظیمیں کس قسم کی مدد کے لئے سی۔ڈی۔ پی ایچ ایس سے درخواست کرتی ہیں؟
- (a) براہ راست فنڈز کی فراہمی۔
- (b) فنڈز کے حصول کیلئے رہنمائی
- (c) مجوزہ پراجیکٹ بنانے کیلئے ٹریننگ
- (d) دفتری انتظام کی ٹریننگ
- (e) پروگرام منیجمنٹ
- (f) ریکارڈ محفوظ کرنا
- (g) دوسری غیر سرکاری تنظیموں سے باہمی روابط
- (h) اوپر دیے گئے تمام جوابات
- (i) کوئی مدد طلب نہیں کی جاتی
- (j) اس کے علاوہ ہے تو ذکر کریں
- C-14** اس سی۔ڈی۔ پی ایچ ایس کے ساتھ شملک آپ کی غیر سرکاری تنظیم کیونٹی کی ترقی کے لئے کس قسم کی خدمات فراہم کر رہی ہے؟
- (a) تعلیم
- (b) صحت
- (c) خواتین کی تلاش
- (d) بچوں کی تلاش
- (e) لوہاروں کی تلاش
- (f) قلعہ مضرواں
- (g) عمر رسیدہ لوگوں کی تلاش
- (h) بے گھر/ایچیم اور عورتوں کی تلاش
- (i) بہبود سریشاں
- (j) لکاسی
- (k) صحت و صفائی
- (l) کیونٹی سسٹر
- (m) تفریح
- (n) غامضائی منصوبہ بندی
- (o) ماحولیات
- (p) پیشہ ورانہ تربیت
- (q) لوہر قلعہ کاروں کی تلاش اور انصاف کی فراہمی
- (r) غیر سرکاری تنظیموں کے درمیان باہمی روابط
- (s) سماجی مسائل کے بارے میں آگاہی
- (t) اوپر دیے گئے تمام جوابات
- (u) معلوم نہیں
- (v) اس کے علاوہ ہے تو ذکر کریں
- C-15** سی۔ڈی۔ پی ایچ ایس غیر سرکاری تنظیموں کی کارکردگی کا جائزہ لینے کے لئے آکھ کیا راستہ اختیار کرتا ہے؟
- (a) سی۔ڈی۔ پی ایچ ایس موقع پر معائنہ کرتا ہے۔
- (b) سپروائزر یا عملہ موقع پر معائنہ کرتے ہیں۔
- (c) غیر سرکاری تنظیموں کے ریکارڈز کی جانچ پڑتال
- (d) غیر سرکاری تنظیموں کی ترقیاتی رپورٹس
- (e) آڈٹڈ رپورٹس
- (f) کیونٹی کے لوگوں کے ذریعے معلومات
- (g) جانچ پڑتال کے لئے تحقیق
- (h) کوئی جائزہ نہیں لیا جاتا
- (i) اس کے علاوہ کوئی ہے تو ذکر کریں
- C-16** کیا سی۔ڈی۔ پی ایچ ایس کیونٹی میں ہنگامی حالات میں کوئی کردار ادا کرتا ہے؟
- (a) ہاں
- (b) نہیں
- (c) معلوم نہیں
- 16.1** اگر ہاں، تو سی۔ڈی۔ پی ایچ ایس خدمات کیسے مہیا کرتا ہے؟
- (a) ہنگامی علاقہ میں براہ راست خدمات
- (b) اعلیٰ حکام کی ہدایات پر خدمات کی فراہمی
- (c) بالواسطہ خدمات بذریعہ غیر سرکاری تنظیمات

- (d) اپنی حکام یا دوسرے اداروں کو ہنگامی علاقہ میں خدمات مہیا کرنے میں مدد دینا
- (e) معلوم نہیں
- (f) اس کے علاوہ کوئی طریقہ ہے تو ذکر کریں
- C-16.2 سی۔ ڈی۔ پی۔ آفس ہنگامی حالات میں کس قسم کی خدمات کیونکر فراہم کرتا ہے؟
- (a) اشیاء کا جمع کرنا
- (b) اشیاء کے خورد و نوش کا جمع کرنا
- (c) خدمات برائے صحت
- (d) عیسویوں کی فراہمی
- (e) خون کے عطیات
- (f) پناہ گاہ
- (g) بحالی کا کام
- (h) مشاورت کی فراہمی
- (i) اس کے علاوہ کوئی اور خدمت ہو تو ذکر کریں
- C-16.3 ہنگامی حالات میں سی۔ ڈی۔ پی۔ آفس کی طرف سے مدد طلب کرنے پر غیر سرکاری تنظیمیں کتنا تعاون کرتی ہیں؟
- (a) بہت حد تک - معاون
- (b) معاون
- (c) درمیانے درجے تک - معاون
- (d) غیر معاون
- (e) معلوم نہیں
- C-17 سی۔ ڈی۔ پی۔ آفس کے غیر سرکاری تنظیموں کی ریشہ بین منسوخ کرنے کے حوالے سے کیا اقدامات ہیں؟
- (a) سی۔ ڈی۔ پی۔ آفس ریشہ بین منسوخ کر سکتا ہے
- (b) سی۔ ڈی۔ پی۔ آفس صرف اپنی حکام کو ریشہ بین منسوخ کی - عطا کر سکتا ہے
- (c) ریشہ بین کی منسوخ سی۔ ڈی۔ پی۔ آفس کی - عطا کر سکتا ہے لیکن یہی ہو سکتی ہے
- (d) معلوم نہیں
- (e) اس کے علاوہ کوئی اختیار ہے تو ذکر کریں
- C-18 کچھ غیر سرکاری تنظیمیں غیر فعال کیوں ہو جاتی ہیں۔
- (a) سی۔ ڈی۔ پی۔ آفس کی جانب سے رہنمائی کا نہ ہونا
- (b) غیر سرکاری تنظیم کے ممبرین کی کم یا دلچسپی نہ ہونا
- (c) غیر سرکاری تنظیم کے ممبرین میں قابلیت کی کمی
- (d) جراثیموں / کیڑوں کی طرف سے دھمکی
- (e) فنڈز اور سامان کی کمی
- (f) اوپر دی گئی تمام وجوہات
- (g) اس کے علاوہ کوئی وجہ ہو تو ذکر کریں
- C-19 غیر فعال غیر سرکاری تنظیموں کے سلسلہ میں سی۔ ڈی۔ پی۔ آفس کس قسم کا کردار ادا کرتا ہے۔
- (a) اپنی حکام کو رپورٹ کرتا ہے
- (b) اپنی حکام کی ہدایات کی پیروی کرتا ہے۔
- (c) خاص قسم کی رہنمائی مہیا کرتا ہے اگر ضرورت ہو تو
- (d) سرگرمیاں ایک نئی غیر سرکاری تنظیم کے پیر دکر دیتا ہے
- (e) ریشہ بین کی منسوخ
- (f) معلوم نہیں
- (g) اگر کوئی دوسرا کردار ہے تو ذکر کریں
- C-20 سی۔ ڈی۔ پی۔ آفس غیر ریشہ و شدہ غیر سرکاری تنظیمات کے ساتھ کس قسم کا کام کرتا ہے؟
- (a) سی۔ ڈی۔ پی۔ آفس اس غیر سرکاری تنظیم کا کام کاروبار دیتا ہے
- (b) سی۔ ڈی۔ پی۔ آفس اس غیر سرکاری تنظیم کے چند ممبرین کو پابندی لگا دیتا ہے
- (c) سی۔ ڈی۔ پی۔ آفس اپنی حکام کو رپورٹ کر سکتا ہے
- (d) کوئی اقدامات نہیں
- (e) اس کے علاوہ ہے تو ذکر کریں

C-21 سی۔ ڈی۔ پی۔ آفیس کا کیونٹی کی ترقی میں مصروف غیر سرکاری تنظیموں کے ساتھ کیا برتاؤ ہے؟

- (a) حاکمانہ
- (b) شراکتی اور قائمانہ
- (c) شراکتی جس میں کیونٹی کے لوگ قیادت کریں
- (d) معلوم نہیں
- (e) اس کے علاوہ کچھ ہو تو ذکر کریں

C-22 سی۔ ڈی۔ پی۔ آفیس کے ساتھ رجسٹرڈ غیر سرکاری تنظیموں کو کس نوعیت کے مسائل کا سامنا کرنا پڑتا ہے؟

- (a) سی۔ ڈی۔ پی۔ آفیس سے ملنے والے فنڈز کا ناکافی ہونا
- (b) سی۔ ڈی۔ پی۔ آفیس سے فنڈز کا نہ ملنا
- (c) سی۔ ڈی۔ پی۔ آفیس کی جانب سے غیر سرکاری تنظیموں کی زیادہ اور سخت جانچ پڑتال
- (d) ڈونرز سے فنڈز کا نہ ملنا
- (e) سی۔ ڈی۔ پی۔ آفیس کی طرف سے غیر سرکاری تنظیموں پر مالی بوجھ
- (f) غیر سرکاری تنظیموں کا محدود جغرافیائی دائرہ کار (Coverage)
- (g) غیر سرکاری تنظیموں کی خدمات کا محدود دائرہ کار
- (h) سی۔ ڈی۔ پی۔ آفیس کے لئے زیادہ اور غیر سرکاری خدمات
- (i) اگر کوئی اور ہے تو ذکر کریں

C-23 سی۔ ڈی۔ پی۔ آفیس کے ساتھ رجسٹرڈ غیر سرکاری تنظیموں کی اہم ضروریات کیا ہیں؟

- (a) سی۔ ڈی۔ پی۔ آفیس سے فنڈز کی ضرورت
- (b) پرائیویٹ ڈونرز سے فنڈز کی ضرورت
- (c) وسیع جغرافیائی (Coverage) دائرہ کار
- (d) خدمات کا وسیع دائرہ کار
- (e) سی۔ ڈی۔ پی۔ آفیس سے پراجیکٹ بنانے کی تربیت
- (f) سوشل ویلفیئر کی وزارت کے ساتھ مناسب رابطہ
- (g) اگر کوئی اور ہے تو ذکر کریں

C-24 سی۔ ڈی۔ پی۔ آفیس اور غیر سرکاری تنظیموں کے درمیان تعلقات کی نوعیت کیسی ہے؟

- (a) رکی اور اطمینان بخش
- (b) رکی اور غیر اطمینان بخش
- (c) رکی اور اور غیر رکی دونوں قسم کے تعلقات
- (d) غیر رکی اور اطمینان بخش
- (e) غیر رکی اور غیر اطمینان بخش
- (f) معلوم نہیں
- (g) اس کے علاوہ کسی قسم کے تعلقات ہوں تو ذکر کریں۔

سیکشن۔ D سی۔ ڈی۔ پی۔ آفیس کا معاشرہ کیونٹی میں براہ راست دخل اندازی

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

D-1 عملی سطح پر کیونٹی میں سی۔ ڈی۔ پی۔ آفیس کے براہ راست داخلہ کی نوعیت کیا ہے؟

- (a) کبھی کبھار خصوصی سرکاری ہدایات کی صورت میں
- (b) دیئے گئے اختیارات کے مطابق ہدایت نامہ کی سے
- (c) کیونٹی کے لوگوں کی طرف سے درخواست کی صورت میں
- (d) غیر سرکاری تنظیم کے کہنے پر
- (e) DDO/SWO کا اپنا فیصلہ
- (f) سی۔ ڈی۔ پی۔ آفیس کا کیونٹی میں براہ راست داخلہ نہیں ہوتا
- (g) اگر کوئی دوسرا طریقہ ہے تو ذکر کریں

D-2 جب سی۔ ڈی۔ پی ایف معاشرہ کیونٹی میں آزادانہ طور پر براہ راست دہل اعمالی کرتا ہے تو اس کی قومیت کیا ہوتی ہے؟

- (a) اعلیٰ حکام کی ہدایات پر سی۔ ڈی۔ پی ایف کی طرف سے کیونٹی میں پروگرام اپراجیکٹ کی شروعات خود سے پروجیکٹ اپروگرام کی شروعات
- (b) سی۔ ڈی۔ پی ایف کیونٹی کی درخواست پر پراجیکٹ اپروگرام شروع کرتا ہے
- (c) کسی غیر سرکاری تنظیم کی طرف سے تجویز کردہ پروجیکٹ اپروگرام کی شروعات
- (d) لوگوں کی ضروریات اور مسائل جاننے کے لئے کیونٹی کے لوگوں سے ملاقاتوں کا انعقاد
- (e) کیونٹی کے لوگوں کی ضروریات اور مسائل جاننے کے لئے تحقیقاتی کام
- (f) غیر سرکاری تنظیمات کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام
- (g) سی۔ ڈی۔ پی ایف کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام
- (h) غیر سرکاری تنظیمات کی رجسٹریشن کیلئے
- (i) ہنگامی حالات کی صورت میں
- (j) معلوم نہیں

(k) اس کے علاوہ کوئی قومیت ہے تو ذکر کریں

D-3 سی۔ ڈی۔ پی ایف کیونٹی میں براہ راست داخل کی صورت میں کام کرنے کا انداز کیا ہوتا ہے؟

- (a) حاکمانہ
- (b) شراکتی اور تعاونی
- (c) شراکتی اور کیونٹی کے لوگوں کی قیادت میں
- (d) کیونٹی میں لوگوں کی قیادت میں کام کرتا
- (e) معلوم نہیں
- (f) اس کے علاوہ کوئی انداز ہے تو ذکر کریں

D-4 کیونٹی کے لوگ سی۔ ڈی۔ پی ایف کی براہ راست دہل اعمالی کی صورت کتنے معاون ہوتے ہیں؟

- (a) بہت حد تک معاون
- (b) معاون
- (c) درمیانے درجے تک معاون
- (d) غیر معاون
- (e) معلوم نہیں

D-5 سی۔ ڈی۔ پی ایف کیونٹی میں براہ راست داخل کی صورت میں آپ کی یہ غیر سرکاری تنظیم سی۔ ڈی۔ پی ایف سے کتنا تعاون کرتی ہے؟

- (a) بہت حد تک معاون
- (b) معاون
- (c) درمیانے درجے تک معاون
- (d) غیر معاون
- (e) معلوم نہیں

D-6 سی۔ ڈی۔ پی ایف کی طرف سے براہ راست داخل شروعات کے صورت میں پروجیکٹ کی منصوبہ بندی کون کرتا ہے؟

- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
- (b) ایگزیکٹو ڈسٹرکٹ آفیسر
- (c) ڈسٹرکٹ آفیسر
- (d) ڈپٹی ڈسٹرکٹ آفیسر
- (e) کیونٹی کے لوگ
- (f) اس کے علاوہ کوئی منصوبہ بندی کرتا ہے تو اس کا ذکر کریں

D-7 سی۔ ڈی۔ پی ایف کی طرف سے کیونٹی میں کوئی پروجیکٹ شروع کرنے کی صورت میں فیملی سازی کون کرتا ہے؟

- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
- (b) ایگزیکٹو ڈسٹرکٹ آفیسر
- (c) ڈسٹرکٹ آفیسر
- (d) ڈپٹی ڈسٹرکٹ آفیسر
- (e) کیونٹی کے لوگ

- (f) اگر کوئی اور ہے تو ذکر کریں
- D-8 مقامی حکومتوں کا حصہ ہونے کی صورت میں سی۔ ڈی۔ پی آفس کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
- (b) اطمینان بخش
- (c) درمیانی
- (d) غیر اطمینان بخش
- (e) معلوم نہیں
- D-9 سی۔ ڈی۔ پی آفس صوبائی حکومت کا کیونٹی کی ترقی کے لئے بنیادی اور بڑا پروگرام ہے اس حوالے سے سی۔ ڈی۔ پی آفس کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
- (b) اطمینان بخش
- (c) درمیانی
- (d) غیر اطمینان بخش
- (e) معلوم نہیں
- D-10 سی۔ ڈی۔ پی آفس کی کارکردگی کیسے جانچی جانی چاہیے؟
- (a) سی۔ ڈی۔ پی آفس سٹاف کی سالانہ تخیر رپورٹس (ACRs)
- (b) فنڈ کا حساب کتاب (Audit)
- (c) جمع کروائی گئی رپورٹس کے ذریعے
- (d) اعلیٰ حکام کے دوروں کے ذریعے
- (e) غیر سرکاری تنظیموں کی رپورٹس کے ذریعے
- (f) جانچ پڑتال جھٹیل کرنے کے بعد
- (g) اوپر دیے گئے تمام ذرائع سے
- (h) کوئی جانچ پڑتال نہیں کی جاتی
- (i) اس کے علاوہ کوئی ذریعہ ہے تو ذکر کریں

سیکشن E۔ کیونٹی ڈیولپمنٹ پراجیکٹ کی ضروریات اور مسائل

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

- E-1 سی۔ ڈی۔ پی آفس کی بہتر کارکردگی میں ماحول ماحول کی نشاندہی کیجئے؟
- (a) سی۔ ڈی۔ پی آفس کی فنڈنگ میں اضافہ
- (b) سی۔ ڈی۔ پی آفس کے لئے ناکافی فنڈز
- (c) سی۔ ڈی۔ پی آفس سٹاف کے لئے سٹریٹیجی ایڈوائز کا ناکافی ہونا
- (d) غیر سرکاری تنظیموں کے لئے ناکافی فنڈز
- (e) سی۔ ڈی۔ پی آفس کی کم کھواہیں
- (f) کوئی مسائل نہیں
- (g) معلوم نہیں
- (h) اس کے علاوہ کوئی ماحول ماحول ذکر کریں
- E-2 سی۔ ڈی۔ پی آفس کی اگلی کارکردگی کے لئے اس کے دفتری انتظامات میں زیادہ تر کون سے مسائل درپیش ہیں؟
- (a) مناسب عمارت کا نہ ہونا
- (b) ناکافی دفتری سامان
- (c) سٹاف کے لئے کے ذرائع آمدورفت کا نہ ہونا
- (d) سٹاف کی کمی
- (e) کوئی مسئلہ نہیں ہے
- (f) معلوم نہیں
- (g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں

- E-3 کیا سی۔ڈی۔ پی۔ ایف۔ ایس کی تربیت کے حوالے سے کوئی مسئلہ ہے جیسی۔ڈی۔ پی۔ ایف۔ ایس کی کارکردگی کو متاثر کرتا ہے؟
- (a) غیر تربیت یافتہ سی۔ڈی۔ پی۔ ایف۔ ایس (ای)
- (b) غیر تربیت یافتہ سپروائزر
- (c) غیر تربیت یافتہ ممبر
- (d) غیر تربیت یافتہ معاون عملہ
- (e) تربیت سے متعلق کوئی مسئلہ نہیں ہے
- (f) معلوم نہیں
- (g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-4 غیر سرکاری تنظیموں کی رجسٹریشن کے حوالے سے سی۔ڈی۔ پی۔ ایف۔ ایس کے اہم مسائل کی نشاندہی کریں۔
- (a) رجسٹریشن کا بہت طویل اور پیچیدہ طریقہ کار
- (b) غیر سرکاری تنظیموں کی رجسٹریشن کے دوران عدم تعاون
- (c) رجسٹریشن کے وقت اعلیٰ حکام کا عدم تعاون
- (d) غیر سرکاری تنظیموں کی رجسٹریشن کی منسوخی
- (e) غیر سرکاری تنظیموں کی رجسٹریشن کے لئے سیاسی دباؤ
- (f) رجسٹریشن سے متعلق کوئی مسئلہ نہیں
- (g) معلوم نہیں
- (h) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-5 رجسٹرڈ غیر سرکاری تنظیموں کے ساتھ کام کرنے کے دوران ان تنظیموں کی وجہ سے سی۔ڈی۔ پی۔ ایف۔ ایس کے کام کرنے کو متاثر کرنے والے اہم مسائل کی نشاندہی کریں۔
- (a) معمول کی ترقیاتی رپورٹ کا نہ دینا
- (b) حساب کتاب (آڈٹ) رپورٹ کا نہ دینا
- (c) سرگرمی یا کام نہ کرنا
- (d) اجلاسوں میں غیر حاضر رہنا
- (e) ہنگامی حالات میں تعاون نہ کرنا
- (f) قومی اور بین الاقوامی کام کو سنانے کے لئے تعاون نہ کرنا
- (g) غیر سرکاری تنظیموں میں سیاسی مداخلت یا سیاسی فساد
- (h) کمیونٹی کے لوگوں سے رابطہ نہ ہونا
- (i) غیر سرکاری تنظیموں کے ساتھ کام کرنے سے کوئی مسئلہ نہیں
- (j) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-6 سی۔ڈی۔ پی۔ ایف۔ ایس کو کمیونٹی میں لوگوں سے براہ راست رابطہ کرنے میں کیا مسائل پیش آتے ہیں؟
- (a) سرکاری طور پر اجازت نہیں
- (b) آفیسر نہیں جانتا
- (c) غیر سرکاری تنظیمیں رکاوٹیں پیدا کرتی ہیں
- (d) کمیونٹی کے لوگ نہیں جانتے
- (e) سی۔ڈی۔ پی۔ ایف۔ ایس کے رابطہ کی ضرورت نہیں ہوتی اس لئے کہ غیر سرکاری تنظیمیں پہلے کام کر رہی ہیں
- (f) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-7 کمیونٹی کے لوگوں میں سی۔ڈی۔ پی۔ ایف۔ ایس کے بارے میں آگاہی نہ ہونے سے سی۔ڈی۔ پی۔ ایف۔ ایس کو کون سے اہم مسائل کا سامنا کرنا پڑتا ہے؟
- (a) شعور پیدا کرنے کے لئے رقم نہیں
- (b) شعور پیدا کرنے کے لئے ٹرافٹ نہیں
- (c) ادارہ کی پالیسی کی وجہ سے
- (d) کثرت آبادی کی وجہ سے
- (e) غیر سرکاری تنظیمیں اپنا کردار ادا نہیں کر رہی
- (f) کمیونٹی کے لوگ دلچسپی نہیں لیتے
- (g) آگاہی سے متعلق کوئی مسئلہ نہیں
- (h) اس کے علاوہ کوئی مسئلہ ہے تو بیان کریں

سیکشن F۔سی۔ڈی۔پی آفس کے کام کرنے میں بہتری کے لئے تجاویز

F-1 آپ وزارت سماجی بہبود کو سی۔ڈی۔پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
- (ii)
- (iii)
- (iv)
- (v)

F-2 آپ غیر سرکاری تنظیموں کو سی۔ڈی۔پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
- (ii)
- (iii)
- (iv)
- (v)

F-3 آپ کیونٹی کے لوگوں کو سی۔ڈی۔پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
- (ii)
- (iii)
- (iv)
- (v)

F-4 آپ سی۔ڈی۔پی پریسیناٹ آفیرز کو سی۔ڈی۔پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
- (ii)
- (iii)
- (iv)
- (v)

آپ کی کوئی اور رائے یا تجویز

.....

.....

.....

.....

رضامندی فارم

سی۔ ڈی۔ پراجیکٹس سے رجسٹر شدہ غیر سرکاری تنظیمیں (NGOs)

پراجیکٹ کا نام: صوبہ پنجاب (پاکستان) میں کیونٹی ڈویلپمنٹ پراجیکٹس کا مطالعہ

پراجیکٹ کا مختصر تعارف:

اس تحقیق کا مقصد پنجاب میں گورنمنٹ کے زیر انتظام کام کرنے والے کیونٹی ڈویلپمنٹ پراجیکٹس کے کام، مسائل اور ضروریات کو کیونٹی ڈویلپمنٹ کے حوالے سے جاننا ہے۔

اس رضامندی فارم پر دستخط کرنے سے یہ سمجھا جائے گا کہ آپ نے دی گئی معلوماتی شیٹ کو پڑھا ہے اور سمجھا ہے۔ اور اس تحقیقی مطالعہ میں حصہ لینے کے لئے رضامند ہیں۔

شرکت کرنے والے شخص کا نام:

تاریخ:

شرکت کرنے والے شخص کے دستخط:

رضامندی حاصل کرنے والے شخص کا نام:

رضامندی حاصل کرنے والے شخص کے دستخط:

Appendix-IX (Information Sheet for NGOs not registered with the CDPs)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

INVITATION TO TAKE PART IN A RESEARCH STUDY

You are being invited to take part in this study. Please take time to read the following information carefully. This data collection is part of PhD research study conducted by **Asif Naveed Ranjha** (PhD Research Student in School of Education, Social Work and Community Education at Dundee University, UK) under supervision of **Prof. Dr. Timothy Kelly** and **Dr. Murray Simpson** (Research Supervisors).

PURPOSE OF THE RESEARCH STUDY

This research study is mainly to explore the working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan. The objectives are:

- To study the present administrative mechanism, staff availability, staff trainings, working and coverage of community development projects
- To explore registration process of NGOs through Community Development Projects and relationships between NGOs and community development projects.
- To study the needs and problems of both community development projects and officers appointed regarding effective working.
- To find out suggestions and future strategies for strengthening and improving working of community development projects.

CONTENT OF QUESTIONNIRE

Data will be collected from Community Development Officers, NGOs registered with CD Projects and NGOs not registered with CD Projects through questionnaires. Contents of questionnaires include questions about community development project, its working, working of staff, population coverage, registration of NGOs and relationships with NGOs. Some questions are to know about the problems and needs of CD Projects and to get suggestions for CD Projects better working.

BENEFITS OF PARTICIPATION

The results of this study will be beneficial to make the community development process more effective with special reference to the working of policy makers, CD projects and NGOs. Though the benefits of participation for taking part in this research will be indirect, your responses will be helpful for academic as well as practical and policy purposes. A summary of findings will be provided to you after completion of research.

TIME COMMITMENT

You will have to respond to a questionnaire. This should take no more than an hour and will be organised according to your convenience. You can omit any question or withdraw at any stage as your participation is voluntary.

TERMINATION OF PARTICIPATION

Your participation is completely voluntary. You will be given this information sheet to keep and be asked to sign a consent form if you decide to take part. You are free to withdraw from responding any question and at any time if you feel any problem. Your termination decision will not affect you in anyway.

RISKS

I do not anticipate any drawbacks to you from your participation apart from you giving me your valuable time.

CONFIDENTIALITY

Any information given by you will be kept confidential. I will not use your name against any information and nobody can link the information by your name. Data will be treated and protected according to the Data Protection Act of Scotland.

FOR FURTHER INFORMATION ABOUT THIS RESEARCH STUDY

In case of any queries regarding this research, please contact Asif Naveed Ranjha by email at A.Ranjha@dundee.ac.uk or on 923004260216 (UK # 00441382381501).

The University Research Ethics Committee of the University of Dundee has reviewed and approved this research study.

Appendix-X (Informed Consent Form for NGOs not registered with the CDPs)

TITLE OF PROJECT

Study of Community Development Projects in Punjab Province, Pakistan

BRIEF SUMMARY OF PROJECT

This research study is mainly to explore working of the government run community development projects, their problems and needs with special reference to community development in Punjab Province, Pakistan.

By signing below you are agreeing that you have read and understood the Participant Information Sheet and that you agree to take part in this research study.

Printed name of person obtaining consent

Participant's signature

Date

Printed name of person obtaining consent

Signature of person obtaining consent

Appendix-XI (Questionnaire for NGOs not registered with the CDPs)

Data provided will be Confidential

Date:

Time:

Code # -----

District# -----

Organisation name: -----

Address: -----

Instructions: Unless otherwise stated, please tick only one option and if necessary then tick more than one.
You can omit any question or withdraw at any stage as your participation is voluntary.

Section A: Personal and organisation information

A 1. Gender:

- a) Male
- b) Female

A 2. Age: _____

A 3. Highest Academic Qualification:

- a) PhD
- b) MPhil
- c) Masters
- d) Bachelors
- e) Intermediate
- f) Matriculation
- g) Diploma
- h) Certificate
- i) Other, please mention _____

A 4. Position/ designation in Organisation: _____

A 5. Work experience in organisation: _____ Years

A 6. When was this organisation set up? _____

A 7. Who is registration authority office for this organisation? _____

A 8. What is geographical coverage of organisation?

- a) Local
- b) District
- c) Provincial
- d) National
- e) International

Section B: CDP office information

B 1. Do you know about working of CDP office in your area?

- a) Yes
- b) No

B 1.1. If yes, how did you hear about working of CDP office in your area?

- a) Through awareness program of CDP office
- b) From District Social Welfare Office
- c) From any registered NGO
- d) From advertisement
- e) From community people
- f) Do not know
- g) Other, please mention _____

B 1.2. If yes, which department heads CDP office working?

- a) District Local government
- b) Provincial Social welfare Department
- c) Both above
- d) National Social Welfare Ministry
- e) Do not know
- f) Other, please mention _____

B 2. If yes, what is the population coverage of this CD Project?

- a) Less than 20000 people
- b) 20000 – 25000 people
- c) 25000 – 35000 people
- d) More than 35000 people
- e) Do not know

B 3. How do you see staff availability at CDP office against work load?

- a) Staff is available
- b) Shortage of staff
- c) Do not know
- d) Other, please mention _____

B 3.1. If shortage, is there need to recruit new staff?

- a) Yes
- b) No
- c) Do not know

B 4. How trained is CDP office staff to run all matters associated with NGOs and community development in this area?

- a) Well trained
- b) Trained
- c) Not trained
- d) Do not know

B 4.1. If not trained, what kind of training do you recommend for CDP office staff?

- a) Roles and responsibilities of DD/SW officer
- b) Office management
- c) Budgeting
- d) NGO Record Maintenance
- e) Project designing
- f) Refresher Courses
- g) Other, please mention _____
- h) No training is needed

B 5. How do you rank the working/performance of the CD Project staff overall?

- a) Very good
- b) Good
- c) Average
- d) Not good/poor
- e) Very poor
- f) Do not know

Section C: Registration from and working with CDP office**C 1. Do you have awareness about NGOs registration through the CDP office?**

- a) Yes
- b) No

- c) Do not know

C 1.1. If not aware, what are the reasons you are not aware?

- a) No awareness campaign by CDP office
- b) No awareness campaign by registered NGOs
- c) Other options for NGOs registration
- d) No interest
- e) Other, please mention _____

C 1.2. If aware, why did not you get registered with the CDP office?

- a) Complicated registration procedure
- b) Strict and too much monitoring/assessment by CDP office
- c) Small geographical coverage of CDP registration
- d) CDP registration has Limited functional areas
- e) No proper guidance by CDP office for project management
- f) No funding chances through CDP office
- g) No funding chances from donors
- h) Extra assignments by CDP office
- i) Other, please mention _____

C 2. In which areas this NGO is providing services with special reference to community development.

- a) Education
- b) Health
- c) Women welfare
- d) Child welfare
- e) Youth welfare
- f) Disable welfare
- g) Old people welfare
- h) Welfare of widows/orphans/homeless
- i) Patient welfare
- j) Sewerage
- k) Sanitation
- l) Community centre
- m) Recreation
- n) Family Planning
- o) Environment
- p) Vocational
- q) Juvenile justice
- r) Coordination of NGOs
- s) Awareness of Social Problems
- t) All above
- u) Do not know
- v) Other, please mention _____

C 3. Does the CDP office play a role in the event of any emergency in the community?

- a) Yes
- b) No
- c) Do not know

C 3.1. If Yes, how does the CDP office provide services?

- a) Direct services in emergency area
- b) Service provision on instructions of higher authorities
- c) Indirect services through NGOs
- d) Assisting higher authorities or other department to provide services in emergency areas
- e) Do not know
- f) Other, please mention _____

C 3.2. What kinds of services are provided by the CDP office during emergencies in the community?

- a) Collection of goods
- b) Collection of food items
- c) Health services
- d) Camping
- e) Blood donation
- f) Shelter
- g) Rehabilitation
- h) Counseling
- i) Other, please mention _____

C 3.3. How cooperative are NGOs to calls for help by the CDP office during any emergency in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

C 4. Do/did you go in any program organized by CDP office?

- a) Yes
- b) No

C 4.1. If yes, what is/was the main purpose/agenda?

- a) To discuss NGO performance and needs
- b) To discuss CDP office working
- c) To discuss new program/projects for NGOs
- d) To discuss community needs and problems
- e) Training of NGOs
- f) To discuss any emergency matter
- g) Do not know
- h) Other, please mention _____

C 5. How does the CDP office deal with non-registered NGOs? (circle as many as apply)?

- a) CDP office can stop working of that NGO
- b) CDP office can ban fundraising by that NGO
- c) CDP office can report to higher authorities
- d) No authority
- e) Other, please mention _____

C 6. What is the way of the CDP office dealing with NGOs engaged in community development?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by community people
- d) Do not know
- e) Other, please mention _____

C 7. What is nature of problems faced by NGOs registered with CDP office?

- a) Insufficient funding from CDP
- b) No funding from CDP
- c) Extra strict assessment/evaluation by CDP
- d) No funding from private donors
- e) Financial burden by CDP office
- f) Limited geographical coverage
- g) Limited service areas
- h) Extra and un-official services for CDP office
- i) Other, please mention _____

C 8. What are important needs of NGOs registered with CDP office?

- a) Funding from CDP
- b) Funding opportunities from private donors
- c) Broader graphical coverage
- d) Broader service areas
- e) Project designing training from CDP office
- f) Proper linkage with Social Welfare Ministry through CDP office
- g) Other, please mention _____

C 9. What is the nature of the relationship between the CDP office and NGOs?

- a) Formal and satisfactory
- b) Formal but unsatisfactory
- c) Both formal and informal
- d) Informal and satisfactory
- e) Informal and unsatisfactory
- f) Do not know
- g) Other, please mention _____

Section D: Direct Intervention of CDP office in community

Instructions: Give response if you are aware about working of CDP office.

D 1. What is the nature of direct intervention by the CDP office at a grass roots level in the community?

- a) Occasionally on special official instructions
- b) Regular as per given authority
- c) Request from community people
- d) On advice of NGO
- e) Self decision of DDO/SWO
- f) No intervention
- g) Other, please mention _____

D 2. If CDP office makes direct/independent intervention, what is nature of that?

- a) Project/program initiated by CDP office on instructions of authorities
- b) Self decided Project/program in response to community needs/problems
- c) Project/program initiated by CDP office on demand of community
- d) Project/program initiated by CDP office suggested by any NGO
- e) Meetings with people in communities to learn about their needs and problems
- f) Research work to know needs and problems of people in communities
- g) Research work to assess the working of NGOs
- h) Research work to assess the working of CDP office
- i) For registration of NGOs
- j) Working in emergency
- k) Do not know
- l) Other, please mention _____

D 3. What is the way of dealing by CDP office during direct intervention in the community?

- a) Authoritative
- b) Participative and leading
- c) Participative and led by people in communities
- d) Follow people in communities
- e) Do not know
- f) Other, please mention _____

D 4. How cooperative are NGOs with the CDP office on direct intervention by CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 5. How cooperative are NGOs with the CDP office on direct intervention by CDP office in the community?

- a) Very cooperative
- b) Cooperative
- c) Average
- d) Non-cooperative
- e) Do not know

D 6. Who plans any project to be initiated directly by CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) People in communities
- f) Other, please mention _____

D 7. Who is decision making authority in implementation of any project to be initiated directly by the CDP office?

- a) Provincial Social Welfare Directorate
- b) Executive District Officer (EDO)
- c) District Officer (DO)
- d) Deputy District Officer (DDO)
- e) Communities

- f) Other, please mention _____

D 8. How satisfactory is the performance of the CDP office as part of the local government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Unsatisfactory
- e) Do not know

D 9. How satisfactory is the performance of the CDP office as a major community development program run by provincial government?

- a) Highly satisfactory
- b) Satisfactory
- c) Average
- d) Unsatisfactory
- e) Do not know

D 10. How should the performance of the CDP office be evaluated?

- a) Annual Confidential Reports of CDP office staff (ACRs)
- b) Audit of funds
- c) Through submitted reports
- d) Visits by higher authorities
- e) Reports from NGOs
- f) Evaluative research
- g) All above
- h) No evaluation
- i) Other, please mention _____

Section E: Needs and Problems of CD Project

Instructions: Give response if you are aware about working of CDP office.

E 1. Identify the nature of any financial problems faced by CDP office in smooth working?

- a) Delay in funding for CDP office
- b) Insufficient funding for CDP office
- c) Insufficient TA/DA for CDP office staff
- d) Insufficient funding for NGOs
- e) Low salaries of CDP staff
- f) No problem
- g) Do not know
- h) Other, please mention _____

E 2. Identify any major problems related to CDP office management in smooth working?

- a) No proper building
- b) No proper office equipment
- c) No vehicle for staff movement
- d) Shortage of staff
- e) No problem
- f) Do not know
- g) Other, please mention _____

E 3. Are there any major problems related to training of the CDP staff which affect its smooth working?

- a) No trained CD officer (DDO/SWO)
- b) No trained supervisors
- c) No trained clerk
- d) No trained lower staff
- e) No training problem
- f) Do not know
- g) Other, please mention _____

E 4. Identify any major problems faced by the CDP office related to registration of NGOs?

- a) Too long and complicated registration process
- b) Non-cooperation of NGOs during registration
- c) Non-cooperation of higher authorities for in time registration

- d) De-registration of NGOs
- e) Political pressure for registration
- f) No problem related to registration
- g) Do not know
- h) Other, please mention _____

E 5. Identify any major problems related to working with registered NGOs which affect the smooth working of CDP office?

- a) No routine progress report
- b) No audit report
- c) No field activities
- d) No meeting attendance
- e) No cooperation during emergencies
- f) No cooperation on celebration of national and international days
- g) Political involvement in NGOs
- h) No contact with people in communities
- i) No problem related working with NGOs
- j) Other, please mention _____

E 6. Identify any major problems faced by the CDP office in making direct contact with people in communities?

- a) Officially not allowed
- b) Officer does not want
- c) NGOs create hurdles
- d) People in communities do not want
- e) No need as NGOs are already working
- f) Other, please mention _____

E 7. Identify any major problems regarding un-awareness of people in communities about working of CDP office in the community?

- a) Lack of finances for awareness
- b) Shortage of staff for awareness
- c) Due to policy matter
- d) Due to overpopulation
- e) NGOs do not play role for awareness
- f) People in communities are not interested
- g) No awareness problem exists
- h) Other, please mention _____

Section F: Suggestion to improve working of CD Projects

Instructions: Give response if you are aware about working of CDP office.

F 1. What are your suggestions for the Ministry of Social Welfare to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 2. What are your suggestions for NGOs to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 3. What are your suggestions for people in communities to improve the working of CD Projects?

1. _____
2. _____
3. _____
4. _____
5. _____

F 4. What are your suggestions for CD officers to improve the working of CD Projects?

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

Any other comments or suggestions

Thanks for Your Cooperation

Appendix-XII (Questionnaire for NGOs not registered with the CDPs)

سی۔ ڈی۔ پرائیکٹس سے غیر رجسٹر شدہ غیر سرکاری تنظیموں (NGOs) کے لئے سوالنامہ

1

آپ کی طرف سے دی گئی معلومات کو صیغہ راز میں رکھا جائے گا

کوڈ نمبر

شعبہ کا نام

کیونٹی ڈیولپمنٹ پراجیکٹ

تنظیم کا نام

تبدیلیات: جب تک ضرورت نہ ہو یا تبدیلیات نہ دی جائے صرف ایک جواب کا انتخاب کریں، آپ کی شرکت رضا کارانہ طور پر ہے لہذا آپ کسی مرحلے یا کسی سوال کو چھوڑ سکتے ہیں

ایڈریس

سیکشن A- ذاتی اور تنظیم کی معلومات

A-1 جنس

(a) مرد

(b) عورت

عمر

سال

اعلیٰ ترین تعلیم

(a) پی۔ ایچ۔ ڈی

(b) ایم۔ فل

(c) ایم۔ اے

(d) پی۔ اے

(e) ایف۔ اے / مساوی

(f) میٹرک

(g) ڈیپو

(h) تعلیمیت

(i) اس کے علاوہ کوئی تعلیم ہے تو ذکر کریں

A-4 تنظیم میں موجودہ عہدہ؟

A-5 تنظیم میں کام کا تجربہ؟

A-6 یہ تنظیم کب بنی؟

A-7 اس تنظیم کو رجسٹر کرنے والا ادارہ کونسا ہے؟

A-8 اس تنظیم کے کام کا جغرافیائی دائرہ کار کیا ہے؟

(a) علاقائی / لوکل

(b) ضلعی

(c) صوبائی

(d) قومی

(e) بین الاقوامی

سیکشن B- کیونٹی ڈیولپمنٹ پراجیکٹ آفس کے بارے میں معلومات

B-1 کیا آپ اپنے علاقہ میں سی۔ ڈی۔ پی آفس کے کام کرنے کو جانتے ہیں؟

(a) ہاں (b) نہیں

B-1.1 اگر جانتے ہیں تو آپ نے اپنے ملاقات میں سی۔ڈی۔پی آفس کے کام کے بارے میں کیسے سنا؟

- (a) سی۔ڈی۔پی آفس کی جانب سے آگاہی پروگرام کے ذریعے
- (b) ڈسٹرکٹ آفس سوشل ویلفیئر کے ذریعے
- (c) کسی رجسٹرڈ غیر سرکاری تنظیم کے ذریعے
- (d) اشتہارات کے ذریعے
- (e) کمیونٹی کے لوگوں سے
- (f) معلوم نہیں
- (g) کسی اور سے تو ذکر کریں

B-1.2 سی۔ڈی۔پی آفس کس ادارہ کے تحت کام کرتا ہے؟

- (a) ڈسٹرکٹ لوکل گورنمنٹ
- (b) صوبائی سوشل ویلفیئر ڈیپارٹمنٹ
- (c) اوپر دیے گئے دونوں ادارے
- (d) قومی وزارت سماجی بہبود
- (e) معلوم نہیں
- (f) اگر کوئی اور ہے تو ذکر کریں

B-1.3 سی۔ڈی۔پی آفس کتنی آبادی کا احاطہ کرتا ہے؟

- (a) 20 ہزار افراد سے کم
- (b) 20 ہزار افراد سے 25 تک
- (c) 25 ہزار افراد سے 35 ہزار تک
- (d) 35 ہزار افراد سے زائد
- (e) معلوم نہیں

B-2 آپ سی۔ڈی۔پی آفس میں عملہ کی فراہمی کے بارے میں کیا جانتے ہیں؟

- (a) عملہ مل ہے
- (b) عملہ کی کمی ہے
- (c) معلوم نہیں
- (d) اگر کچھ اور ہے تو ذکر کریں

B-2.1 اگر عملہ کی کمی ہے تو کیا نیا عملہ رکھنے کی ضرورت ہے؟

- (a) ہاں
- (b) نہیں
- (c) معلوم نہیں

B-3 سی۔ڈی۔پی آفس کا عملہ کس حد تک تربیت یافتہ ہے جو غیر سرکاری تنظیموں اور کمیونٹی کی ترقی کے معاملات چلاتا ہے؟

- (a) بہت تربیت یافتہ
- (b) تربیت یافتہ
- (c) تربیت یافتہ نہیں
- (d) معلوم نہیں

B-3.1 اگر تربیت یافتہ نہیں تو آپ کے خیال میں سی۔ڈی۔پی آفس کے عملہ کو کس قسم کی ٹریننگ کی ضرورت ہے؟ (جتنے جوابات متعلقہ ہوں ان پر دائرہ لگائیں)

- (a) سوشل ویلفیئر آفیسر کا کردار اور ذمہ داریاں
- (b) دفتری انتظامات
- (c) بجٹ تیار کرنا
- (d) غیر سرکاری تنظیموں کا رویہ کار و سنبھالنا
- (e) پروجیکٹ بنانا
- (f) رپورٹنگ کوکس
- (g) اگر کسی اور ٹریننگ کی ضرورت ہے تو ذکر کریں
- (h) کسی تربیت کی ضرورت نہیں

B-4 آپ سی۔ ڈی۔ پی آفس سٹاف کی مجموعی کارکردگی اکام کرنے کو کس درجہ پر رکھتے ہیں۔

- (a) بہت اچھا
(b) اچھا
(c) درمیان
(d) اچھا نہیں
(e) بہت خراب
(f) معلوم نہیں

تکثیف۔ سی۔ ڈی۔ پی آفس کے ساتھ رجسٹریشن اور اکام کرنے کے بارے میں معلومات

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

C-1 کیا آپ سی۔ ڈی۔ پی آفس کے ذریعے غیر سرکاری تنظیموں کی رجسٹریشن کے بارے میں آگاہی رکھتے ہیں۔

- (a) ہاں (b) نہیں (c) معلوم نہیں

C1.1 اگر آگاہی نہیں ہے تو اس کی کیا وجہ ہے؟

- (a) سی۔ ڈی۔ پی آفس اس بارے میں ہم کوئی نہیں کرتا
(b) رجسٹرڈ شدہ غیر سرکاری تنظیموں کی جانب سے ہم کوئی کانہ ہوتا
(c) غیر سرکاری تنظیموں کی رجسٹریشن کے لئے دوسرے اداروں کا ہونا
(d) غیر سرکاری تنظیموں اور سی۔ ڈی۔ پی آفس کے بارے میں لوگوں کی عدم دلچسپی
(e) اس کے علاوہ کوئی دوسری وجہ ہے تو بیان کریں

C-1.2 اگر آپ سی۔ ڈی۔ پی آفس سے غیر سرکاری تنظیموں کی رجسٹریشن سے آگاہ ہیں تو آپ نے اس تنظیم کی رجسٹریشن سی۔ ڈی۔ پی آفس سے کیوں نہیں کروائی؟

- (a) سی۔ ڈی۔ پی آفس کا پیچیدہ رجسٹریشن کا عمل
(b) سی۔ ڈی۔ پی آفس کی جانب سے بہت زیادہ اور سخت نگرانی
(c) سی۔ ڈی۔ پی آفس کی رجسٹریشن کا کم جغرافیائی دائرہ کار
(d) سی۔ ڈی۔ پی آفس کی رجسٹریشن میں شامل خدمات کا کم دائرہ کار
(e) سی۔ ڈی۔ پی آفس کی جانب سے پراجیکٹ منیجمنٹ کے لئے نامناسب راہنمائی
(f) سی۔ ڈی۔ پی آفس کے ذریعے فنڈز ملنے کی توقع نہ ہونا
(g) ڈونرز سے فنڈز ملنے کی توقع نہ ہونا
(h) سی۔ ڈی۔ پی آفس کی جانب سے غیر سرکاری تنظیموں کی زیادہ جانچ پڑتال
(i) اگر کوئی اور وجہ ہے تو ذکر کریں

C-2 اس سی۔ ڈی۔ پی آفس کے ساتھ شمل آپ کی یہ غیر سرکاری تنظیم کیونٹی کی ترقی کے لئے کس قسم کی خدمات فراہم کر رہی ہے؟

- (a) تعلیم (b) صحت (c) خواتین کی فلاح (d) بچوں کی فلاح
(e) نوجوانوں کی فلاح (f) فلاح معذروں (g) عمر رسیدہ لوگوں کی فلاح (h) بے گھر ایتیم ایڈووکیٹوں کی فلاح
(i) ہیڈو مریٹس (j) ٹکاسی (k) صحت و صفائی (l) کیونٹی سنٹر
(m) تفریح (n) خاندانی منصوبہ بندی (o) ماحولیات (p) پیشہ ورانہ تربیت
(q) نو عمر خطا کاروں کی فلاح اور انصاف کی فراہمی (r) غیر سرکاری تنظیموں کے درمیان باہمی روابط
(s) سماجی مسائل کے بارے میں آگاہی (t) اوپر دیے گئے تمام جوابات
(u) معلوم نہیں (v) اس کے علاوہ ہے تو ذکر کریں

C-3 کیا سی۔ ڈی۔ پی آفس کیونٹی میں ہنگامی حالات میں کوئی کردار ادا کرتا ہے؟

- (a) ہاں
(b) نہیں
(c) معلوم نہیں

C-3.1 اگر ہاں، تو سی۔ ڈی۔ پی آفس خدمات کیسے مہیا کرتا ہے؟

- (a) ہنگامی علاقہ میں براہ راست خدمات
(b) اعلیٰ حکام کی ہدایات پر خدمات کی فراہمی

- (c) بالواسطہ خدمات بذریعہ غیر سرکاری تنظیمات
(d) اعلیٰ حکام یا دوسرے اداروں کو ہنگامی علاقہ میں خدمات مہیا کرنے میں مدد دینا
(e) معلوم نہیں
(f) اس کے علاوہ کوئی طریقہ ہے تو ذکر کریں

C-3.2 سی۔ ڈی۔ پی۔ افس۔ ہنگامی حالات میں کس قسم کی خدمات کی یونٹی کو فراہم کرتا ہے؟

- (a) اشیاء کا جمع کرنا
(b) اشیائے خورد و نوش کا جمع کرنا
(c) خدمات برائے صحت
(d) خیموں کی فراہمی
(e) خون کے عطیات
(f) پناہ گاہ
(g) بحالی کا کام
(h) مشاورت کی فراہمی
(i) اس کے علاوہ کوئی اور خدمت ہو تو ذکر کریں

C-3.3 ہنگامی حالات میں سی۔ ڈی۔ پی۔ افس کی طرف سے مدد طلب کرنے پر غیر سرکاری تنظیمیں کتنا تعاون کرتی ہیں؟

- (a) بہت حد تک معاون
(b) معاون
(c) درمیانے درجے تک معاون
(d) غیر معاون
(e) معلوم نہیں

C-4 کیا آپ یا آپ کی تنظیم سی۔ ڈی۔ پی۔ افس کے ذریعہ اہتمام کسی پروگرام میں جاتے ہیں؟

- (a) ہاں (b) نہیں

C-4.1 اگر ہاں تو اس کا اہم مقصد کیا ہے؟

- (a) غیر سرکاری تنظیم کی ضروریات اور کارکردگی کا جائزہ لینا
(b) سی۔ ڈی۔ پی۔ افس کے کام طریقہ کار پر بات کرنا
(c) غیر سرکاری تنظیموں کے لئے سنے پر ایکٹ ایو پروگرام پر بات کی جاتی ہے
(d) کیونٹی کی ضروریات اور مسائل پر بات کی جاتی ہے
(e) غیر سرکاری تنظیموں کی ٹریننگ
(f) کسی ہنگامی معاملہ پر بات کرنا
(g) معلوم نہیں
(h) اس کے علاوہ کوئی مقصد ہوتا ہے تو ذکر کریں

C-5 سی۔ ڈی۔ پی۔ افس فیئر جسٹس شدہ غیر سرکاری تنظیموں کے ساتھ کس قسم کا برتاؤ کرتا ہے؟

- (a) سی۔ ڈی۔ پی۔ افس اس غیر سرکاری تنظیم کا کام کرنا روک دیتا ہے
(b) سی۔ ڈی۔ پی۔ افس اس غیر سرکاری تنظیم کے چندہ جمع کرنے پر پابندی لگا دیتا ہے
(c) سی۔ ڈی۔ پی۔ افس اعلیٰ حکام کو رپورٹ کر سکتا ہے
(d) کوئی اختیار نہیں
(e) اس کے علاوہ ہے تو ذکر کریں

C-6 سی۔ ڈی۔ پی۔ افس کی یونٹی کی ترقی میں مصروف غیر سرکاری تنظیموں کے ساتھ کیسا برتاؤ ہے؟

- (a) حاکمانہ
(b) شراکتی اور قائدانہ
(c) شراکتی جس میں کیونٹی کے لوگ قیادت کریں
(d) معلوم نہیں
(e) اس کے علاوہ کچھ ہو تو ذکر کریں

C-7 سی۔ ڈی۔ پی آفس کے ساتھ رجسٹرڈ غیر سرکاری تنظیموں کو کس نوعیت کے مسائل کا سامنا کرنا پڑتا ہے؟

- سی۔ ڈی۔ پی آفس سے ملنے والے فنڈز کا ناکافی ہونا
- سی۔ ڈی۔ پی آفس سے فنڈز کا نہ ملنا
- سی۔ ڈی۔ پی آفس کی جانب سے غیر سرکاری تنظیموں کی زیادہ اور سخت جانچ پڑتال
- ڈونرز سے فنڈز کا نہ ملنا
- سی۔ ڈی۔ پی آفس کی طرف سے غیر سرکاری تنظیموں پر مالی بوجھ
- غیر سرکاری تنظیموں کا محدود جغرافیائی دائرہ کار (Coverage)
- غیر سرکاری تنظیموں کی خدمات کا محدود دائرہ کار
- سی۔ ڈی۔ پی آفس کے لئے زیادہ اور غیر سرکاری خدمات
- اگر کوئی اور ہے تو ذکر کریں

C-8 سی۔ ڈی۔ پی آفس کے ساتھ رجسٹرڈ غیر سرکاری تنظیموں کی اہم ضروریات کیا ہیں؟

- سی۔ ڈی۔ پی آفس سے فنڈز کی ضرورت
- پرائیویٹ ڈونرز سے فنڈز کی ضرورت
- وسیع جغرافیائی (Coverage) دائرہ کار
- خدمات کا وسیع دائرہ کار
- سی۔ ڈی۔ پی آفس سے پراجیکٹ بنانے کی تربیت
- سوشل ویلٹیئر کی وزارت کے ساتھ مناسب رابطہ
- اگر کوئی اور ہے تو ذکر کریں

C-9 سی۔ ڈی۔ پی آفس اور غیر سرکاری تنظیموں کے درمیان تعلقات کی نوعیت کیسی ہے؟

- رہی اور اطمینان بخش
- رہی اور غیر اطمینان بخش
- رہی اور اور غیر رہی دونوں قسم کے تعلقات
- غیر رہی اور اطمینان بخش
- غیر رہی اور غیر اطمینان بخش
- معلوم نہیں
- اس کے علاوہ کسی قسم کے تعلقات ہوں تو ذکر کریں

سیکشن D۔ سی۔ ڈی۔ پی آفس کا معاشرہ کیونٹی میں براہ راست دخل اندازی

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

D-1 چلی سطح پر کیونٹی میں سی۔ ڈی۔ پی آفس کے براہ راست داخلہ کی نوعیت کیا ہے؟

- کبھی کبھار خصوصی سرکاری ہدایات کی صورت میں
- دیئے گئے اختیارات کے مطابق باقاعدگی سے
- کیونٹی کے لوگوں کی طرف سے درخواست کی صورت میں
- غیر سرکاری تنظیم کے کہنے پر
- DDO/SWO کا اپنا فیصلہ
- سی۔ ڈی۔ پی آفس کا کیونٹی میں براہ راست داخلہ نہیں ہوتا
- اگر کوئی دوسرا طریقہ ہے تو ذکر کریں

D-2 جب سی۔ ڈی۔ پی آفس معاشرہ کیونٹی میں آزادانہ طور پر براہ راست دخل اندازی کرتا ہے تو اس کی نوعیت کیا ہوتی ہے؟

- اطلی حکام کی ہدایات پر سی۔ ڈی۔ پی آفس کی طرف سے کیونٹی میں پروگرام اپراجیکٹ کی شروعات
- خود سے پراجیکٹ اپروگرام کی شروعات
- سی۔ ڈی۔ پی آفس کیونٹی کی درخواست پر پراجیکٹ اپروگرام شروع کرتا ہے
- کسی غیر سرکاری تنظیم کی طرف سے تجویز کردہ پراجیکٹ اپروگرام کی شروعات

- (e) لوگوں کی ضروریات اور مسائل جاننے کے لئے کمیونٹی کے لوگوں سے ملاقاتوں کا انعقاد
(f) کمیونٹی کے لوگوں کی ضروریات / مسائل جاننے کے لئے تحقیقاتی کام
(g) غیر سرکاری تنظیمات کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام
(h) سی۔ ڈی۔ پی۔ ایف۔ ایس کی کارکردگی کا جائزہ لینے کیلئے تحقیقی کام
(i) غیر سرکاری تنظیمات کی رجسٹریشن کیلئے
(j) ہنگامی حالات کی صورت میں
(k) معلوم نہیں

(l) اس کے علاوہ کوئی نوعیت ہے تو ذکر کریں

D-3 سی۔ ڈی۔ پی۔ ایف۔ ایس کی کمیونٹی میں براہ راست داخلہ کی صورت میں کام کرنے کا انداز کیا ہوتا ہے؟

- (a) حاکمانہ
(b) شرابی اور قانمانہ
(c) شرابی اور کمیونٹی کے لوگوں کی قیادت میں
(d) کمیونٹی میں لوگوں کی قیادت میں کام کرنا
(e) معلوم نہیں

(f) اس کے علاوہ کوئی انداز ہے تو ذکر کریں

D-4 کمیونٹی کے لوگ سی۔ ڈی۔ پی۔ ایف۔ ایس کی براہ راست داخلہ انداز کی صورت کتنے معاون ہوتے ہیں؟

- (a) بہت حد تک معاون
(b) معاون
(c) درمیانے درجے تک معاون
(d) غیر معاون
(e) معلوم نہیں

D-5 سی۔ ڈی۔ پی۔ ایف۔ ایس کے کمیونٹی میں براہ راست داخلہ کی صورت میں آپ کی یہ غیر سرکاری تنظیم سی۔ ڈی۔ پی۔ ایف۔ ایس سے کتنا تعاون کرتی ہے؟

- (a) بہت حد تک معاون
(b) معاون
(c) درمیانے درجے تک معاون
(d) غیر معاون
(e) معلوم نہیں

D-6 سی۔ ڈی۔ پی۔ ایف۔ ایس کی طرف سے براہ راست داخلہ شروعات کے صورت میں پروجیکٹ کی منصوبہ بندی کون کرتا ہے؟

- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
(b) ایگزیکٹو ڈسٹرکٹ آفیسر
(c) ڈسٹرکٹ آفیسر
(d) ڈپٹی ڈسٹرکٹ آفیسر
(e) کمیونٹی کے لوگ

(f) اس کے علاوہ کوئی منصوبہ بندی کرتا ہے تو اس کا ذکر کریں

D-7 سی۔ ڈی۔ پی۔ ایف۔ ایس کی طرف سے کمیونٹی میں کوئی پروجیکٹ شروع کرنے کی صورت میں فیصلہ سازی کون کرتا ہے؟

- (a) صوبائی ڈائریکٹوریٹ سوشل ویلفیئر
(b) ایگزیکٹو ڈسٹرکٹ آفیسر
(c) ڈسٹرکٹ آفیسر
(d) ڈپٹی ڈسٹرکٹ آفیسر
(e) کمیونٹی کے لوگ

(f) اگر کوئی اور ہے تو ذکر کریں

- D-8 مقامی حکومتوں کا حصہ ہونے کی صورت میں سی۔ ڈی۔ پی ایچ کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
(b) اطمینان بخش
(c) درمیانی
(d) غیر اطمینان بخش
(e) معلوم نہیں
- D-9 سی۔ ڈی۔ پی ایچ صوبائی حکومت کا کیونٹی کی ترقی کے لئے بنیادی اور بڑا پروگرام ہے اس حوالے سے سی۔ ڈی۔ پی ایچ کی کارکردگی کتنی اطمینان بخش ہے؟
- (a) بہت اطمینان بخش
(b) اطمینان بخش
(c) درمیانی
(d) غیر اطمینان بخش
(e) معلوم نہیں
- D-10 سی۔ ڈی۔ پی ایچ کی کارکردگی کیسے جانچی جانی چاہیے؟
- D-10 سی۔ ڈی۔ پی ایچ کی کارکردگی کیسے جانچی جانی چاہیے؟
- (a) سی۔ ڈی۔ پی ایچ کی کارکردگی کی سالانہ فیڈ بک رپورٹس (ACRs)
(b) فنڈز کا حساب کتاب (Audit)
(c) جمع کردہ مالی رپورٹس کے ذریعے
(d) اعلیٰ حکام کے دوروں کے ذریعے
(e) غیر سرکاری تنظیموں کی رپورٹس کے ذریعے
(f) جانچ پڑتال تحقیق کرنے کے بعد
(g) اوپر دیے گئے تمام ذرائع سے
(h) کوئی جانچ پڑتال نہیں کی جاتی
(i) اس کے علاوہ کوئی ذریعہ ہے تو ذکر کریں

سیکشن E- کیونٹی ڈولپمنٹ پراجیکٹ کی ضروریات اور مسائل

(اگر کسی سوال میں متعلقہ جوابات ایک سے زیادہ ہوں تو ان پر دائرہ لگائیں)

- E-1 سی۔ ڈی۔ پی ایچ کی بہتر کارکردگی میں حائل مالی مسائل کی نشاندہی کیجئے؟
- (a) سی۔ ڈی۔ پی ایچ کی فنڈنگ میں اتواء
(b) سی۔ ڈی۔ پی ایچ کے لئے ناکافی فنڈز
(c) سی۔ ڈی۔ پی ایچ کی فنڈنگ کے لئے سفری اخراجات کا ناکافی ہونا
(d) غیر سرکاری تنظیموں کے لئے ناکافی فنڈز
(e) سی۔ ڈی۔ پی ایچ کی کم تنخواہیں
(f) کوئی مسائل نہیں
(g) معلوم نہیں
(h) اس کے علاوہ کوئی مالی مسئلہ ہو تو ذکر کریں
- E-2 سی۔ ڈی۔ پی ایچ کی اچھی کارکردگی کے لئے اس کے دفتری اختلالات میں زیادہ تر کون سے مسائل درپیش ہیں؟
- (a) مناسب عمارت کا نہ ہونا
(b) ناکافی دفتری سامان
(c) سٹاف کے لئے کے ذرائع آمدورفت کا نہ ہونا
(d) سٹاف کی کمی
(e) کوئی مسئلہ نہیں ہے

- (f) معلوم نہیں
- (g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-3 کیا سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کی طرف کی تربیت کے حوالے سے کوئی مسئلہ ہے جی۔ ڈی۔ پی۔ ایف۔ ایس۔ کی کارکردگی کو متاثر کرتا ہے؟
- (a) غیر تربیت یافتہ سی۔ ڈی۔ ایف۔ ایس۔ (ڈی۔ ڈی۔ او)
- (b) غیر تربیت یافتہ سپروائزر
- (c) غیر تربیت یافتہ کلرک
- (d) غیر تربیت یافتہ معاون عملہ
- (e) تربیت سے متعلق کوئی مسئلہ نہیں ہے
- (f) معلوم نہیں
- (g) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-4 غیر سرکاری تنظیموں کی رجسٹریشن کے حوالے سے سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کے اہم مسائل کی نشاندہی کریں۔
- (a) رجسٹریشن کا بہت طویل اور پیچیدہ طریقہ کار
- (b) غیر سرکاری تنظیموں کی رجسٹریشن کے دوران عدم تعاون
- (c) رجسٹریشن کے وقت اپنی حکام کا عدم تعاون
- (d) غیر سرکاری تنظیموں کی رجسٹریشن کی مشغولی
- (e) غیر سرکاری تنظیموں کی رجسٹریشن کے لئے سیاسی دباؤ
- (f) رجسٹریشن سے متعلق کوئی مسئلہ نہیں
- (g) معلوم نہیں
- (h) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-5 رجسٹر شدہ غیر سرکاری تنظیموں کے ساتھ کام کرنے کے دوران ان تنظیموں کی وجہ سے سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کے کام کرنے کو متاثر کرنے والے اہم مسائل کی نشاندہی کریں۔
- (a) معمول کی ترقیاتی رپورٹ کا نہ دینا
- (b) حساب کتاب (آڈٹ) رپورٹ کا نہ دینا
- (c) سرگرمی یا کام نہ کرنا
- (d) اجلاسوں میں غیر حاضر رہنا
- (e) ہنگامی حالات میں تعاون نہ کرنا
- (f) قومی اور بین الاقوامی ایام کو منانے کے لئے تعاون نہ کرنا
- (g) غیر سرکاری تنظیموں میں سیاسی مداخلت یا سیاسی فضاء
- (h) کیونٹی کے لوگوں سے رابطہ نہ ہونا
- (i) غیر سرکاری تنظیموں کے ساتھ کام کرنے سے کوئی مسئلہ نہیں
- (j) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-6 سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کو کیونٹی میں لوگوں سے براہ راست رابطہ کرنے میں کیا مسائل پیش آتے ہیں؟
- (a) سرکاری طور پر اجازت نہیں
- (b) آفیسر نہیں جانتا
- (c) غیر سرکاری تنظیمیں رکاوٹیں پیدا کرتی ہیں
- (d) کیونٹی کے لوگ نہیں جانتے
- (e) سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کے رابطہ کی ضرورت نہیں ہوتی اس لئے کہ غیر سرکاری تنظیمیں پہلے کام کر رہی ہیں
- (f) اس کے علاوہ کوئی مسئلہ ہے تو ذکر کریں
- E-7 کیونٹی کے لوگوں میں سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کے بارے میں آگاہی نہ ہونے سے سی۔ ڈی۔ پی۔ ایف۔ ایس۔ کو کون سے اہم مسائل کا سامنا کرنا پڑتا ہے؟
- (a) شعور پیدا کرنے کے لئے رقم نہیں
- (b) شعور پیدا کرنے کے لئے شاف نہیں
- (c) ادارہ کی پالیسی کی وجہ سے
- (d) کثرت آبادی کی وجہ سے

- (e) غیر سرکاری تنظیمیں اپنا کردار ادا نہیں کر رہی
 (f) کیونٹی کے لوگ دلچسپی نہیں لیتے
 (g) آگاہی سے متعلق کوئی مسئلہ نہیں
 (h) اس کے علاوہ کوئی مسئلہ ہے تو بیان کریں

سیکشن F- سی۔ ڈی۔ پی آفس کے کام کرنے میں بہتری کے لئے تجاویز

F-1 آپ وزارت سماجی بہبود کو سی۔ ڈی۔ پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
 (ii)
 (iii)
 (iv)
 (v)

F-2 آپ غیر سرکاری تنظیموں کو سی۔ ڈی۔ پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
 (ii)
 (iii)
 (iv)
 (v)

F-3 آپ کیونٹی کے لوگوں کو سی۔ ڈی۔ پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
 (ii)
 (iii)
 (iv)
 (v)

F-4 آپ سی۔ ڈی۔ پی پرائیکٹس کے کام کرنے میں بہتری لانے کے لئے کیا تجاویز دیں گے؟

- (i)
 (ii)
 (iii)
 (iv)
 (v)

آپ کی کوئی اور رائے یا تجویز

رضامندی فارم

سی۔ ڈی۔ پرائیکٹس سے غیر رجسٹر شدہ غیر سرکاری تنظیمیں (NGOs)
پراجیکٹ کا نام: صوبہ پنجاب (پاکستان) میں کیونٹی ڈویلپمنٹ پرائیکٹس کا مطالعہ

پراجیکٹ کا مختصر تعارف:

اس تحقیق کا مقصد پنجاب میں گورنمنٹ کے زیر انتظام کام کرنے والے کیونٹی ڈویلپمنٹ پرائیکٹس کے کام، مسائل اور ضروریات کو کیونٹی ڈویلپمنٹ کے حوالے سے جاننا ہے۔

اس رضامندی فارم پر دستخط کرنے سے یہ سمجھا جائے گا کہ آپ نے دی گئی معلوماتی شیٹ کو پڑھا ہے اور سمجھا ہے۔ اور اس تحقیقی مطالعہ میں حصہ لینے کے لئے رضامند ہیں۔

تاریخ:

شرکت کرنے والے شخص کا نام:

شرکت کرنے والے شخص کے دستخط:

رضامندی حاصل کرنے والے شخص کا نام:

رضامندی حاصل کرنے والے شخص کے دستخط:

Appendix-XIII (UREC Approval Letter)



School of Psychology

University of Dundee Research Ethics Committee

Asif Ranjha,
School of Education, Social Work and Community Education,
University of Dundee,
Nethergate,
Dundee, DD1 4HN.

10 August 2010

Dear Mr Ranjah,

Application Number: UREC 10058

Title: Study of Community Development Projects in Punjab Province, Pakistan.

Your application has been reviewed by the University Research Ethics Committee, and there are no ethical concerns with the proposed research. I am pleased to confirm that the above application has now been formally approved.

You submitted the following documents:

1. UREC Form Filled	2. Tool for CD Officers
3. Tool for NGOs	4. Tool for non-registered NGOs
5. UREC Form Filled (amended)	6. Tool for CD Officers (amended)
7. Tool for NGOs (amended)	8. Tool for non-registered NGOs (amended)

Yours sincerely,

**Peter
Willatts**

Digitally signed by Peter Willatts
DN: cn=Peter Willatts, o=University of
Dundee, ou=School of Psychology,
email=p.willatts@dundee.ac.uk, c=GB
Reason: I am the author of this
document
Date: 2010.08.10 14:27:52 +01'00'

Dr Peter Willatts
Chair, University of Dundee Research Ethics Committee

Appendix-XIV (Approval Letter from Directorate of Social Welfare, Lahore)



22375-611

NO.DSW-Div(Admin)(PA) 1/2010

GOVERNMENT OF THE PUNJAB
DIRECTORATE GENERAL SOCIAL WELFARE,
WOMEN DEVELOPMENT & BAIT-UL-MAAL PUNJAB,
41-EMPRESS ROAD, LAHORE

Dated Lahore the, 28/10 October, 2010

To

All the District Officers,
Social Welfare, Women Development & Bait-ul-Maal
Punjab.

SUBJECT: STUDY OF COMMUNITY DEVELOPMENT PROJECTS IN PUNJAB

I am directed to refer to above noted subject and inform you that Mr. Asif Naveed Ranjha is a research student in the School of Education, Social Work & Community Education at University of Dundee U.K. He is conducting a research study for his Phd Degree on the community development projects in Punjab established by this Department.

This office has examined and approved his research synopsis & questionnaire for the subject study.

You are hereby directed to extend maximum cooperation to him and direct the concerned Social Welfare Officers working in respective community development projects to help him in his research study & complete the requisite questionnaire Performa.

1/28/10

(ABDUL GHAFFAR SHEIKH)
DIRECTOR (ADMINISTRATION)